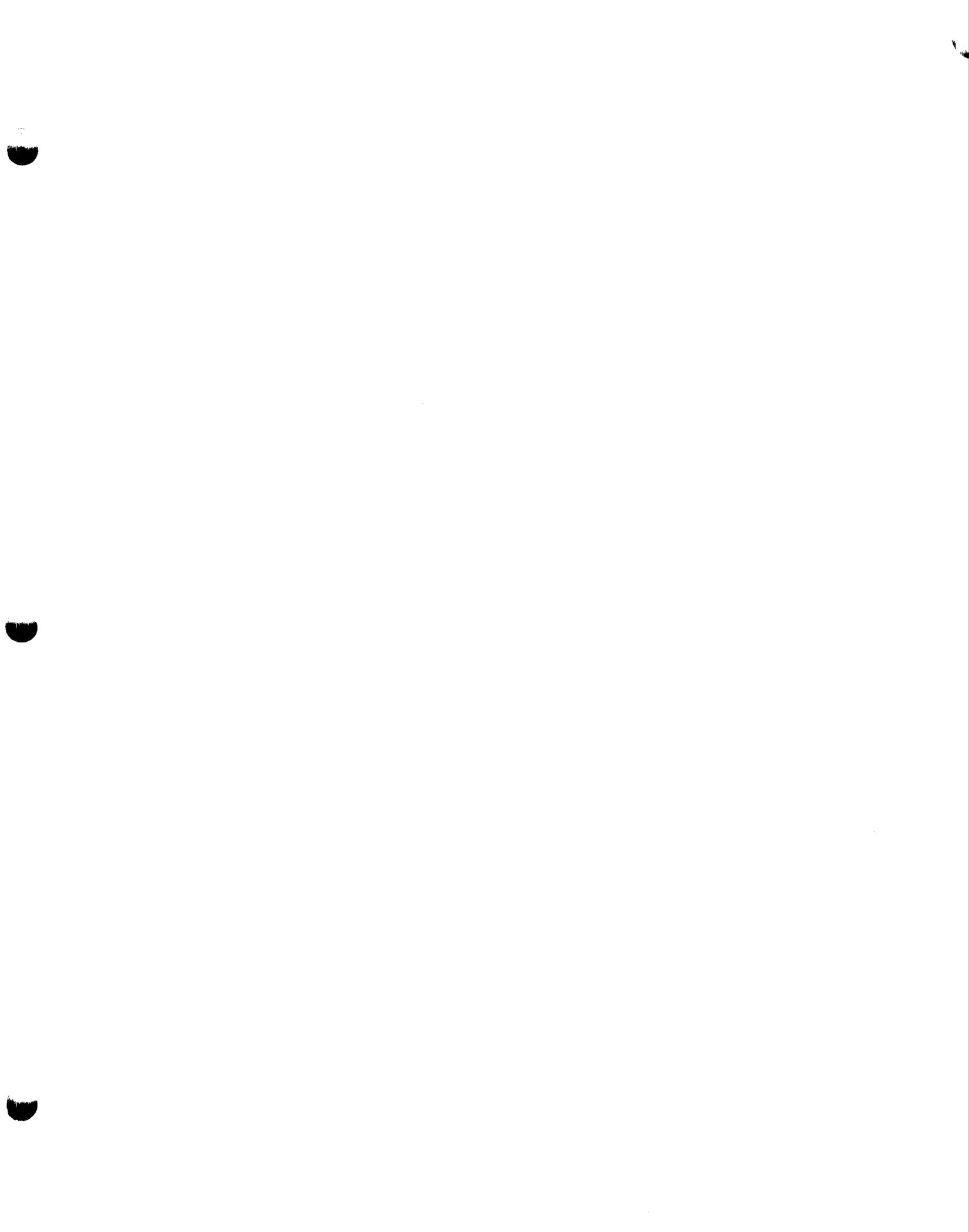


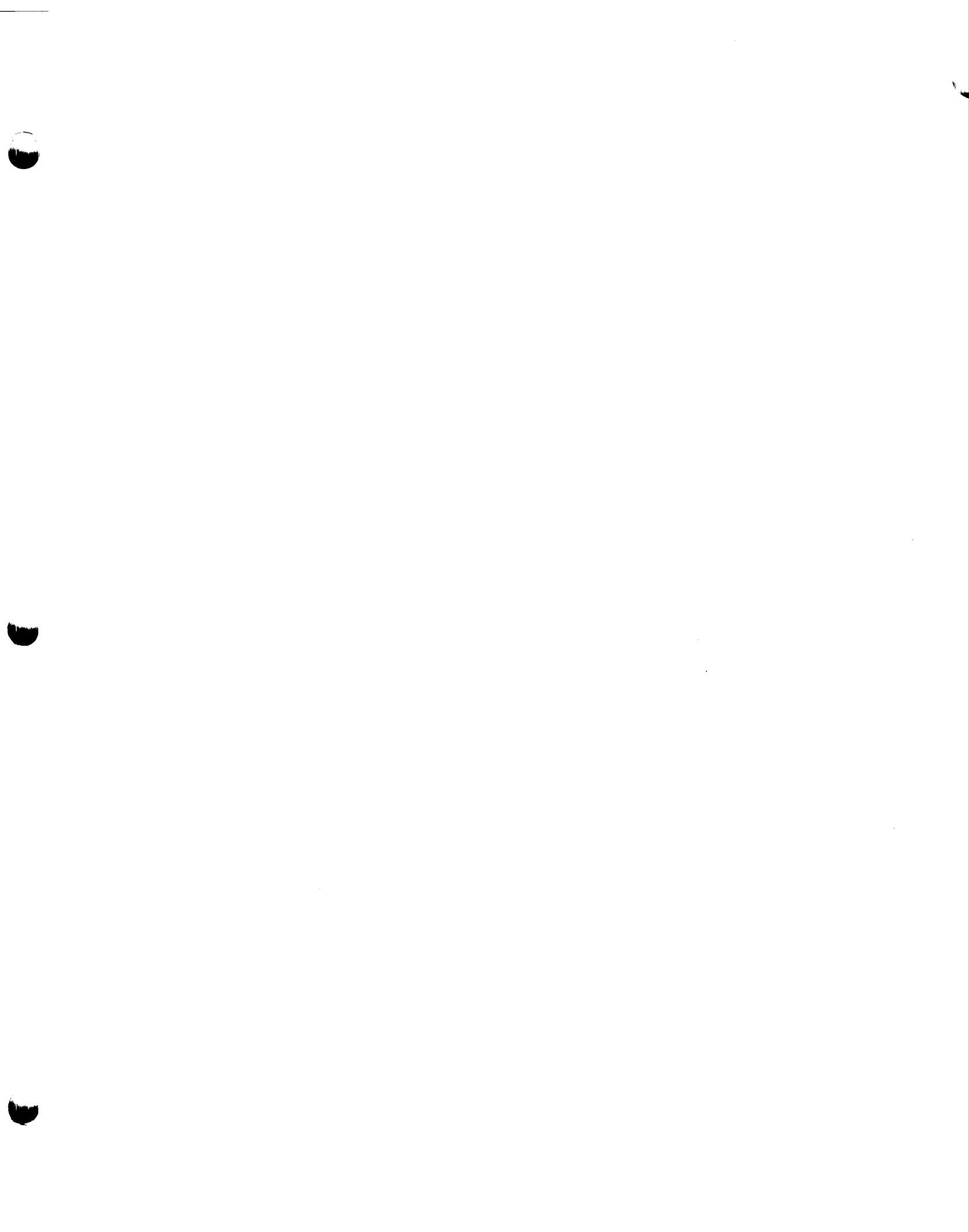
***BRAC 95
REVIEW GROUP***

- A List of Members**
- B Meeting Minutes - Jan 28, 1994**
- C Meeting Minutes - Mar 30, 1994**
- D Meeting Minutes - Sep 29, 1994**
- E Meeting Minutes - Nov 4, 1994**



BRAC 95 Review Group

<u>Name</u>	<u>Organization</u>	<u>Phone</u>	<u>Fax</u>
<u>Chair</u>			
Mr. John Deutch	OSD A&T	695-2381	
<u>Members/Alternates</u>			
Ms. Sheila Widnall	Air Force	697-7376	
Gen Michael Carns	Air Force Alternate	695-7911	
Mr. Joe Reeder	Army	695-4311	
Mr. Richard Danzig	Navy	695-3141	
Mr. Charles Nemfakos	Navy Alternate	681-0450	824-2009
Mr. Bill Lynn	PA&E	695-0971	
MG John Admire	Joint Staff	697-1887	
BG Anthony Tolin	Joint Staff Alternate		
Mr. John Hamre	OSD Comptroller	695-3237	
Ms. Debbie Lee	OSD Reserve Affairs	697-6631	693-5371
Ms. Jamie Gorelick	OSD General Counsel	695-3341	
Ms. Sherri Goodman	OSD Environmental Security		
Maj Gen Larry Farrell	Defense Logistics Agency	274-6113	274-3966
Mr. James Klugh	Chair, Depot Maintenance	697-7968	695-1993
Dr. Anita Jones	Chair, Laboratories	697-5776	
Dr. Lee Frame	Co-Chair, Test & Evaluation	697-3655	
Mr. Charles Adolph	Co-Chair, Test & Evaluation	695-7171	
Dr. Edward Martin	Chair, Hospitals	697-2111	
Mr. Al Conti/Lou Finch	Chair, UPT	614-3970	
Mr. Robert Bayer	Chair, Economic Impact	697-1771	





ECONOMIC SECURITY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
3300 DEFENSE PENTAGON
WASHINGTON, DC 20301-3300



EXECUTIVE SUMMARY

MEMORANDUM FOR CHAIRMAN, BRAC 95 REVIEW GROUP (USD(A&T))

FROM: ACTING CHAIRMAN, BRAC 95 STEERING GROUP *Boyer 3/31*
(DASD(ER&BRAC))
Prepared by: Doug Hansen/BCU/x78048/940202

SUBJECT: BRAC 95 Review Group Meeting Minutes

PURPOSE: ACTION--To approve the minutes of the Review Group meeting chaired by USD(A&T) on January 28, 1994.

DISCUSSION: The proposed minutes of the first BRAC 95 Review Group meeting are at TAB A for your approval as the Chairman of this group. Keeping minutes of all deliberative meetings conducted within the BRAC 95 process is an audit/internal control requirement. The minutes are stamped "Close Hold" and are normally not coordinated with attendees or distributed throughout the building. They will, however, be reviewed by the GAO when they begin their BRAC 95 work. We will retain these and all other BRAC 95 records associated with the Review Group for the GAO's review.

COORDINATION: OGC no legal objection *Marta Perry*
March 2, 1994

RECOMMENDATION

I recommend that you approve the attached minutes and return them to the DASD(ER&BRAC) for filing.

NOTE: Minutes of BRAC 95 Review Group meetings must not be handled like routine correspondence due to their potential sensitivity.



CLOSE HOLD

BRAC 95

Review Group Meeting

January 28, 1994

Minutes

The USD(A&T) chaired this first Review Group meeting. The meeting began at 11:00, the agenda and a list of the principal attendees are attached.

The Review Group Chair began the meeting by welcoming the attendees and stating that BRAC 95 will be a long and complicated process that commands his personal interest. The Chair then asked the DASD(ER&BRAC) to begin the discussions on the agenda. The DASD(ER&BRAC) then asked and received acceptance for the designation of the Director for Base Closure and Utilization, as the BRAC 95 Review Group's Executive Secretary.

The DASD(ER&BRAC) then stated that he would provide an overview of the six Joint Cross-Service Group action plans on issuing their analysis guidelines as well as individual cross-service group issues, with help from each of the Cross-Service Chairpersons present (slides attached). He also stated that a discussion on the issue of changing the selection criteria (attached) would follow the joint cross-service group presentations.

Military Treatment Facilities was the first Joint Cross-Service Group presentation. The Acting Assistant Secretary for Health Affairs discussed the "733" and Graduate Medical Education (GME) studies that are ongoing. He stated that he had moved up the deadline for the GME study from 1 May to 1 April in order to fit into the BRAC 95 timeline. After some discussion that in his area there was service compatible data, it was decided that there were no issues for decision at this point.

Introducing Depot Maintenance as the next discussion item, the DASD(ER&BRAC) stated that core maintenance quantification within each service and within the Department, overall, was a key issue. The DUSD(L) then discussed how the congressionally established Depot Maintenance Task Force, the Public/Private Infrastructure group of the DoD Industrial Base Policy Review, the Defense Depot Maintenance Council and the BRAC 95 effort were ongoing and that it was a challenge to keep them in sync. Additionally, determining policies regarding competition, both in-house and out-house, was important to the BRAC analysis. Also, the DUSD(L) noted that only the BRAC process required certified data and that the Steering Group had established a working group to evaluate this issue for all joint cross-service groups. The Review Group Chair then stated that top level congruence was necessary for BRAC groups and outside groups so that the issues of cross-servicing and in and out-house

CLOSE HOLD

competition, for example, could be consistently defined and applied within all analyses. The Review Group Chair felt that data sharing was an indication of the progress and trust among and within the cross-service groups and the Services, and that the BRAC 95 Steering Group should closely monitor this aspect. Discussion ensued regarding: supply data (i.e. data on capacity) compared to demand data (data on requirements); how the cross-service groups would match the infrastructure to the demand; and, the role of senior officials or outside groups in arriving at a determination of the requirements (demand). Reducing capacity in the Depot area could also affect DBOF costs, as DBOF prices, for example, may increase if we are not efficient. It was agreed that capacity is the lead factor and the ability of the Services and groups to share data and cooperate in determining capacity is most important. The group agreed that the BRAC process is the appropriate process for determining capacity.

The Laboratories group was presented next. The Director, Defense Research and Engineering discussed the significance of interchanging data among the cross-service groups and the Services, stating that an electronic means for sharing data should be exercised by the end of February. It was agreed that the Laboratories group should undertake an exercise to test whether existing data was, in fact, interchangeable. Discussion ensued concerning necessary decisions on core, outsourcing and cross-service policies as well as having the right people involved in these decisions. Concern was expressed that while the demand policy sides of the Services should be able to work together, the personnel in the joint cross-service groups are not necessarily the right people for such policy decisions. However, policy guidance is necessary for arriving at Service demand levels and in determining a common demand level. The first step is collection of common data and the second, common demand. Policies need to be integrated into the effort and/or identified so that the cross-service groups can proceed in an orderly way by determining supply (capacity) levels first, then matching those levels with demand (requirements) obtained from sources outside the BRAC process.

The next presentation concerned the Test and Evaluation Joint Cross-Service Group. The Acting Director for Operational Test and Evaluation, Co-Chair of the group, highlighted the problem of certifying data associated with outsourcing alternatives, given that data from contractors may not be certifiable. He also discussed the concern expressed by the Navy in this group regarding the use of contractors (primarily Federally Funded Research and Development Centers (FFRDCs)) to support this effort. Discussion ensued regarding the dual concerns of certification and confidentiality of data as well as what role FFRDCs could be assigned within this process. For instance, it was pointed out that if an FFRDC were to perform independent analysis this could lead to competing studies. It was the consensus that FFRDCs would not perform analysis, except as directed by the group, but would provide support and manage

data. It was also the consensus that an FFRDC be promptly terminated in the event of any data being misused. The next discussion concerned the role of the Test and Evaluation Board of Directors (composed of the Service Vice Chiefs) which is a standing group involved in determining, among other things, outsourcing policy in the Test and Evaluation area. The T&E Board of Directors will finalize their outsourcing guidance by March 15.

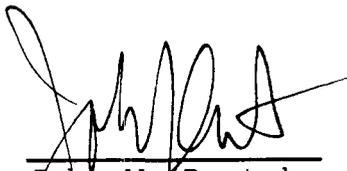
Undergraduate Pilot Training (UPT) was the next Joint Cross-Service Group briefed by the Deputy Assistant Secretary of Defense for Readiness. Aside from similar concerns to those expressed by the T&E joint cross-service group chairman regarding data, the issue of concern to the UPT group was the implementation of initiatives like the Joint Primary Aircraft Training System (JPATS) and of the implementation of standard aviation training policies across the Services regarding, for instance, fixed wing qualification for helo pilots. The Review Group Chair felt that a common training approach was a demand side issue that had been touched on before in the Bottom-Up Review and in this meeting. The point was also made that BRAC uses a Total Force evaluation, therefore, reserve assets should be included in this review.

The Economic Impact Joint Cross-Service Group was the final group presentation. The DASD(ER&BRAC) stated that economic impact, and especially cumulative economic impact, has a great deal of importance within the BRAC effort, as it can affect the pace of BRAC implementation as well as factor into a deep or shallow BRAC 95 round. The Sense of Congress resolution regarding the examination of non-DoD costs was discussed as an indicator of the level of interest and importance Congress, as well as the public, places on selection criteria, and especially on economic impact factors. Therefore this group, as the only group working within the Department on this issue, has a broad mandate to establish whether calculating the cost to other Federal agencies would make any difference in the selection process and whether it would be cost effective to do so. It was further discussed that we must report to Congress on our decision whether to count the costs to other Federal agencies resulting from base closures.

The next issue discussed concerned changing the existing approved Base Closure Selection Criteria. The DASD(ER&BRAC) reported that the Steering Group had established a working group to evaluate potential changes to the selection criteria and that more detailed issue papers on this subject had been provided earlier as a read-ahead (attached). The goal of this working group was to collect as many suggested changes to the criteria as possible. The group considered suggestions from the GAO, Congress, the Base Closure Commission, communities and internal DOD staff recorded during past closure rounds. Discussion ensued on: how these criteria, in effect, had been successfully used in three previous rounds; how improvements to the environmental

documentation provided by the Services could be made within the existing criteria; and how policy guidance could accommodate changes in emphasis and application. Additionally, it was noted that Congress would have until 15 February 1995 to approve new criteria if DoD proposed to change the existing criteria. This would place the entire BRAC 95 process at risk because a Congressional disapproval at that late date would deal a potentially fatal blow to the BRAC 95 process. The DASD (ER&BRAC) reported that the BRAC 95 Steering Group unanimously recommends no changes to the existing approved base closure selection criteria. It was the BRAC 95 Review Group's consensus that the criteria should not be changed. A memorandum to SecDef will be prepared on this matter, with a view to advising Congress in the Spring of the Department's intentions.

The meeting then concluded at 12:00.

Approved: 
John M. Deutch
Chairman

BRAC 95 REVIEW GROUP MEETING

January 28, 1994 11:00 A.M. Rm 3E-869

AGENDA

- o Introduction**
 - oo First Meeting of this Group**
 - oo Designation of Executive Secretary**

- o Joint Cross-Service Group Action Plans and Milestones**
 - oo Overview**
 - oo Military Treatment Facilities**
 - oo Depot Maintenance**
 - oo Test and Evaluation**
 - oo Laboratories**
 - oo Undergraduate Pilot Training**
 - oo Economic Impact**

- o Changing Selection Criteria**
 - oo Report of the BRAC 95 Steering Group**

- o Other Business**

CLOSE HOLD

BRAC 95

Review Group Meeting

January 28, 1994

Key Attendees

Mr. John M. Deutch, USD (Acquisition and Technology)
Ms. Sheila E. Widnall, Secretary of the Air Force
Mr. Joe R. Reeder, Under Secretary of the Army
GEN Peay, Vice Chief of Staff of the Army
Mr. Richard Danzig, Under Secretary of the Navy
Dr. Anita Jones, Director, Defense Research and Engineering
Ms. Jamie Gorelick, DoD General Counsel
Mr. John Hamre, DoD Comptroller
Ms. Alice Maroni, DoD Principal Deputy Comptroller
VADM E. M. Straw, Director, DLA
Mr. James R. Klugh DUSD (Logistics)
Dr. Edward D. Martin, Acting Assistant Secretary (Health Affairs)
Ms. Patricia Watson, OSD (Health Affairs)
Mr. Lee Frame, OSD (OT&E)
Mr. John Bolino, OSD (T&E)
Mr. Al Conte, OSD (Personnel and Readiness)
Mr. Lou Finch, OSD (Personnel and Readiness)
MG Admire, Joint Staff
Mr. Rosamond, OSD (Reserve Affairs)
Mr. Bill Lynn, Director, (PA&E)
Ms. Sherri Wasserman Goodman, DUSD (Environmental Security)
Mr. Robert Bayer, OSD (Economic Reinvestment and BRAC)
Mr. Doug Hansen, OSD (Base Closure and Utilization)

CLOSE HOLD

Joint Cross-Service Group - Action Plans and Issues

Overview

Tasks:

- **BRAC 95 Joint Cross-Service Groups to issue analytical design guidance to DoD Components, after review by the BRAC 95 Review Group (March 31)**
- **USD (A&T) tasked Joint Cross-Service Groups to develop action plans**

Nominations/Meetings:

- **DoD Components have nominated their members**
- **Groups have met at least once**

BRAC 95 Steering Group has reviewed group action plans in depth

Summaries of plans and major issues follow

Joint Cross-Service Group-Medical Treatment Facilities

Plan of Action

- **Develop policy guidance and assumptions (Feb 15)**
- **Define relevant data elements (Mar 4)**
- **Define data sources (Mar 4)**
- **Establish data internal control plan (Mar 15)**
- **Complete policy development (Mar 31)**

Issues

- **"733" study ongoing**
- **Health Affairs GME study ongoing**

Meetings to Date: 1

Joint Cross-Service Group-Depots

Plan of Action

- Start developing draft standard data element definitions and common baselines for Service depot BRAC analysis (Feb 1)
- Start review of Service core quantification (Feb 21)
- Publish standard data element definitions and common baselines for Service BRAC analysis -- define universe (Feb 28)
- Release guidance to Services on issue analysis (Mar 31)

Issues

- Access to all relevant Service BRAC information
- Managing of all depot maintenance initiatives to assure compatability of outcome
- Certified data

Meetings to Date: 1

Joint Cross-Service Group-Test & Evaluation

Plan of Action

- Finalize functions and bases to be addressed (Feb 15)
- Finalize guidelines, standards, assumptions, and measures of merit (Feb 22)
- Achieve consensus on data elements and complete internal control plan (Mar 1)
- Finalize outsourcing policy (Mar 15)

Issues

- Role of contractor support to Joint Cross-Service Groups
- Certification of data associated with outsourcing alternatives
- Commonality of data elements with Lab and Depot Groups covering facilities usable for T&E
- Integration of T&E, Labs and Depot analysis to achieve harmony.

Meetings to Date: 2

Joint Cross-Service Group-Laboratories

Plan of Action

- Catalogue all activities to be considered (Jan 31)
- Services brief approach to sizing studies/lessons learned (Jan 31)
- Complete lab core competencies assessment plan (Feb 1)
- Define scope, criteria, measures and factors (Feb 1)
 - Assign work groups to develop related data elements
- Complete internal control plan (Feb 8)
- Define outsourcing policy (Mar 15)
- Issue guidance to DoD Components (Mar 31)

Issues

- Clarify policy guidance issuance
- Data sharing

Meetings to Date: 2

Joint Cross-Service Group-Undergraduate Pilot Training

Plan of Action

- **Determine scope (Feb 9)**
- **Identify installations in category (Feb 11)**
- **Complete review of policies (Feb 28)**
- **Analytical design/process finalized (Mar 31)**
 - **Measures of merit for eight criteria**
 - **Capacity and requirements standards**

Issues

- **Resolve internal control plan**
- **Joint UPT/integration of JPATS - Policy and Analysis**
- **Fixed-wing training for helicopter student pilots**

Meetings to Date: 1

Joint Cross-Service Group-Economic Impact

Plan of Action

- **Review BRAC 93 practices and identify alternatives (Feb 4)**
- **Select method(s) for BRAC 95 (Feb 18)**
- **Identify needed improvements (Feb 25)**
- **Address issue of costs to other Federal agencies and State and Local government (Mar 4)**
- **Issue guidance (Mar 31)**

Issues

- **Report to Congress required on costs to other Federal agencies**

Meetings to Date: 4

POSSIBLE CHANGES TO BASE CLOSURE SELECTION CRITERIA

WHY

- **DepSecDef Kick-off Memo requires BRAC 95 Review Group to make a recommendation to SecDef on whether to change the selection criteria -- Due January 31st**
- **BRAC 95 Steering Group reviewed existing selection criteria through a Selection Criteria Working Group formed with the Military Departments**

EXISTING CRITERIA

In selecting military installations for closure or realignment, the Department of Defense, giving priority consideration to military value (the first four criteria below), will consider:

Military Value

1. The current and future mission requirements and the impact on operational readiness of the Department of Defense's total force.
2. The availability and condition of land, facilities and associated airspace at both the existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving locations.
4. The cost and manpower implications.

Return on Investment

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

Impacts

6. The economic impact on communities.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.
8. The environmental impact.

Note: These are the selection criteria used for the 1991 and 1993 rounds of closure and are substantially the same as those used for the 1988 round of closures.

POSSIBLE CHANGES TO BASE CLOSURE SELECTION CRITERIA

WHAT

Reviewed possible changes to the selection criteria suggested over the past two rounds of closures by Congress, GAO, Base Closure Commission, communities and within DoD

- Include all costs of closures and realignments (government-wide and State and local costs)**
- Include cumulative economic impact and give it greater emphasis**
- Place more emphasis on cost effectiveness of recommendations**
- Include "incremental" environmental restoration costs**
- Place more emphasis on the shortage of funds to maintain infrastructure**
- Place greater emphasis on the cost of doing business for industrial-type facilities**

**POSSIBLE CHANGES TO BASE CLOSURE
SELECTION CRITERIA**

HOW

- **BRAC 95 Steering Group established a working group with the Military Departments**
- **Evaluated the merits of each issue identified**
- **Prepared background, comments, conclusions and recommendation papers for each possible change**
- **Developed pros and cons for changing the criteria**

**POSSIBLE CHANGES TO BASE CLOSURE
SELECTION CRITERIA**

CONCLUSIONS

- **Each issue identified deals with application of the existing criteria**
- **Hence, no changes to the selection criteria are necessary**
- **Policy guidance can implement these issues, as appropriate**
- **Opening the criteria to change entails many risks**
- **Risks far outweigh the benefits**
- **Unanimously concluded the existing criteria should not be changed**

POSSIBLE CHANGES TO BASE CLOSURE SELECTION CRITERIA

RECOMMENDATIONS

- **Do not change the selection criteria**
- **BRAC 95 Review Group examine all possible policy issues and establish policy on application of criteria by March 31st**
 - **Establish a policy working group under the BRAC 95 Steering Group**
- **Report to Congress and publish in the Federal Register our intent regarding the criteria -- March 31st**

EXISTING BASE CLOSURE SELECTION CRITERIA

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Return on Investment

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WHY

- o DepSecDef Kick-off Memo requires BRAC 95 Review Group to make a recommendation to SecDef on whether to change the selection criteria -- Due January 31st
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EXISTING CRITERIA

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POSSIBLE CHANGES TO BASE CLOSURE SELECTION CRITERIA

WHAT

- o Reviewed possible changes to the selection criteria suggested over the past two rounds of closures by Congress, GAO, Base Closure Commission, communities and within DoD
 - oo Include all costs of closures and realignments (government-wide and State and local costs)
 - oo Include cumulative economic impact and give it greater emphasis
 - oo Place more emphasis on cost effectiveness of recommendations
 - oo Include "incremental" environmental restoration costs
 - oo Place more emphasis on the shortage of funds to maintain infrastructure
 - oo Place greater emphasis on the cost of doing business for industrial-type facilities

POSSIBLE CHANGES TO BASE CLOSURE SELECTION CRITERIA

HOW

- o BRAC 95 Steering Group established a working group with the Military Departments
- o Evaluated the merits of each issue identified
- o Prepared background, comments, conclusions and recommendation papers for each possible change
- o Developed pros and cons for changing the criteria

POSSIBLE CHANGES TO BASE CLOSURE SELECTION CRITERIA

CONCLUSIONS

- o Each issue identified deals with application of the existing criteria
- o Hence, no changes to the selection criteria are necessary
- o Policy guidance can implement these issues, as appropriate
- o Opening the criteria to change entails many risks
- o Risks far outweigh the benefits
- o Unanimously concluded the existing criteria should not be changed

POSSIBLE CHANGES TO BASE CLOSURE SELECTION CRITERIA

RECOMMENDATIONS

- o Do not change the selection criteria
- o BRAC 95 Review Group examine all possible policy issues and establish policy on application of criteria by March 31st
 - oo Establish a policy working group under the BRAC 95 Steering Group
- o Report to Congress and publish in the Federal Register our intent regarding the criteria -- March 31st

SELECTION CRITERIA WORKING GROUP

PROS AND CONS TO CHANGING THE BASE CLOSURE SELECTION CRITERIA

PROS

- Changing criteria would be clear public policy statement by the new Administration that BRAC 95 is different from prior rounds.
- Changing criteria would show DoD takes base closures seriously and, for the last round, wants to maximize closures.
- Since the Act explicitly allows amendment of selection criteria, Congress clearly envisioned changes.
- Opening selection criteria to public comment ensures that concerns (such as those below) are fully considered in open forum.
 - Communities and their congressional delegations want more emphasis to be placed on the cumulative economic impact of base closures to be more fair and balanced with future closure recommendations.
 - It is the Sense of Congress that DoD should consider Federal, state and local costs resulting from base closures to better portray "true costs of closure."
 - GAO wants DoD to place more emphasis on the "costs of doing business" as important to the military value of industrial activities.
 - The Base Closure Commission suggests DoD should consider the "incremental environmental restoration costs" which would not be incurred if the installation remained open in order to more accurately determine base closure costs.

CONS

- Present selection criteria are broadly defined, which permits adjustment to changing circumstances, both in general policy development and in application of criteria to differing types of activities.
 - Cumulative impact can be given more emphasis through policy guidance on application of the economic impact criterion without changing the existing criteria or removing the primacy of military value in selecting bases for closure.
 - Appropriate policy guidance on calculating (or not calculating) non-DoD costs can be issued without the need to change the existing criteria as this involves the application of existing criteria.

- Appropriate emphasis on the "cost of doing business" for industrial activities can be issued through policy guidance on the military value criteria without changing the existing criteria.
- Appropriate policy guidance on calculating (or not calculating) "incremental environmental restoration costs" can be issued without the need to change the existing criteria as this involves the application of existing criteria.
- Neither the Commission nor GAO have recommended substantive changes to the existing criteria during prior base closure rounds.
- Congressional approval/disapproval timetable (Congress would have up until February 15, 1995 to disapprove criteria) could disrupt the process within DoD as SecDef recommendations are due March 1, 1995, to the Commission.
- Changing criteria would call into question fairness and adequacy of prior rounds of base closure; DoD open to attacks:
 - "Not fair" to change the rules for this last round of base closures.
 - Bases closed or realigned during 1995 round would not be selected on the same basis as those chosen during prior rounds, and vice versa.
 - Changes may be viewed as attempts to target specific installations for closure or retention. Communities could try and reverse engineer BRAC 95 closure decisions through criteria changes.
 - Would require DoD to continually justify any changes and resultant recommendations -- distracting from central rationale for selections.
- DoD and its components know how to work with and defend the existing criteria; their processes are based upon these criteria.

Attachment: Detailed Issue Paper on Changing the Base Closure Selection Criteria

CHANGING THE BASE CLOSURE SELECTION CRITERIA

Background

The selection criteria used for the 1991 and 1993 rounds of the base closure process were established under the procedures set forth in the Defense Base Closure and Realignment Act of 1990 (the Act), Section 2903(b). The Secretary of Defense published in the Federal Register of December 31, 1990, the criteria proposed to be used by DoD in making recommendations for the closure or realignment of military installations inside the United States and transmitted those proposed criteria to the Congressional defense committees. The proposed criteria were similar to those used during the Secretary of Defense's 1988 base closure process and consisted of eight criteria relating to military value, costs and savings, and economic, environmental and community impacts, with priority consideration given to military value. After the 30-day public comment period, the Secretary published the final criteria in the Federal Register of February 15, 1991, and transmitted them to the Congressional defense committees. That publication and transmittal discussed the comments received, their validity as they related to the process, and any actions taken to incorporate the comments into the criteria and/or the DoD process through policy guidance.

For the 1993 base closure process, OSD reviewed the criteria that had been used during the 1991 round, as well as comments relating to those criteria made by the Defense Base Closure and Realignment Commission, the General Accounting Office (GAO), and the public. Upon determination that no significant changes were warranted in the criteria, the Secretary of Defense published a notification in the Federal Register of December 15, 1992, and transmitted a notification to the Congressional defense committees, that DoD would use the same selection criteria used during the 1991 base closure round.

Section 2903(b)(2)(B) of the Act sets forth the procedures for amending the selection criteria. That section provides that

The Secretary may amend such [selection] criteria, but such amendments may not become effective until they have been published in the Federal Register, opened to public comment for at least 30 days, and then transmitted to the congressional defense committees in final form by not later than January 15 [1995]. Such amended criteria shall be the final criteria to be used, along with the force-structure plan [submitted with the 1996 budget justification documents], in making such recommendations unless disapproved by a joint resolution of Congress enacted on or before February 15 [1995].

The Deputy Secretary of Defense has tasked the BRAC 95 Review Group with making a recommendation to the Secretary of Defense no later than January 31, 1994 on whether an amendment to the selection criteria is appropriate. The BRAC 95 Steering Group established a Selection Criteria Working Group on January 11, 1994, made up of DoD Components and OSD representatives, to accomplish this task.

Discussion

The primary argument for amending the selection criteria is that the change in criteria would act as a clear public policy statement by the new Administration that the focus of this round of base closure is different from prior rounds. In a radically changed post-Cold War world, military missions and modes of operation are different. Accordingly, the reasons for having domestic bases and the operations which they must support may have changed, and the selection criteria should reflect that change. Amendment of the selection criteria would indicate that DoD is taking base closure seriously and, recognizing that this is the last round provided under the Act, are anxious to maximize closures. Since the Act explicitly provides procedures for amending criteria, Congress clearly envisioned changes. Opening the selection criteria to public comment would ensure that concerns raised are fully considered. This opportunity for public input could lead to a perception that the criteria are more relevant and effective because the review was not confined solely within DoD. Hearing concerns, some of which have already been raised by Congress, GAO and the Commission, would improve confidence that DoD is pursuing the right criteria in closing bases.

The strongest counter-argument is the existing selection criteria are broadly defined, which permits adjustment to changing circumstances, both in general policy development and in application of policies to differing types of activities. Concerns which are raised by Congress, GAO, the Commission or the public are able to be addressed through DoD base closure policy guidance on how to apply each of the existing criterion. Reacting, either favorably or unfavorably, to suggested changes will improve the perception that the existing criteria, as clarified through policy guidance, are relevant to today's circumstances.

It is significant that neither the Base Closure Commission nor GAO have recommended substantive changes to the existing criteria during prior base closure rounds. Their tacit endorsement of the selection criteria is an indication that these are, in fact, the most relevant and appropriate criteria upon which to base closure and realignment decisions. While it is true that military missions are changing, the roles and responsibilities of DoD and the Military Departments defined in Title 10 of the U.S. Code have not changed, hence the broadly defined criteria remain relevant.

Not only do the procedures set forth in the Act for such amendment shift the ultimate approval/disapproval decision to Congress, the timetable could operate to disrupt the process within DoD. Under the Act, Congress has until February 15, 1995, to disapprove the amended criteria by joint resolution. The Act was amended by the Fiscal Year 1994 Authorization Act to require SecDef recommendations be forwarded to the Base Closure Commission not later than March 1, 1995. Hence, if Congress disapproved the amended criteria, it could be too late in the process to revert to the old selection criteria and issue recommendations. This effectively could halt this last round of base closure in its entirety. Additionally, having to wait until February 15, 1995, for a clear determination of whether the selection criteria have been approved or not would lend a substantial element of uncertainty to the entire DoD process.

Lastly, changing the selection criteria would call into question the fairness and adequacy of prior rounds of base closure, as well as require DoD to continually justify any changes and the resultant recommendations. DoD would be open to attacks that it is "not fair" to change the rules for this last round of base closures, and that any bases closed or realigned during the 1995 round were not selected on the same basis as those chosen during the prior rounds. Challengers could argue, among other things, that a change to the criteria was an attempt to target specific installations for closure or retention. Alternatively, Congressional or public comments could attempt to protect bases through criteria changes.

Not only could criteria changes complicate the defense of the new recommendations, but they could call into question decisions of prior base closure rounds. DoD would have to deal with Congressional and media comparisons between the allegations that particular bases closed in 1991 and 1993 would not have closed if the amended criteria had been used or, alternatively, that bases selected in the 1995 round would not have been affected if the 1991/1993 selection criteria had been used. DoD and its components know how to work with and defend the existing criteria, and their base closure processes have developed based upon these criteria.

Conclusion/Recommendation

Although we can expect legal challenges if the criteria are changed, clearly the issue relating to amendment of the selection criteria is not a legal issue. The Act explicitly provides a procedure for changes. The issue is more properly framed as a political one -- how DoD and the new Administration can be responsive to its own and other concerns about the adequacy and relevance of the criteria. In view of the risk posed by any changes, the critical delays that amendment could cause, and the potential for significant modification to DoD component processes, changing the selection criteria is not recommended. To the extent that relevant suggestions for additional evaluation factors have been received in prior base closure rounds from the Base Closure Commission, GAO, and the public, all could be accomplished through OSD policy issuance. Such policy formation would allow a clear statement of OSD goals and objectives and could clearly reflect public policy concerns, without the risks attendant to amending the criteria.

SELECTION CRITERIA WORKING GROUP SUMMARY OF POSSIBLE CHANGES TO CRITERIA

Subject: Possible Changes to the Base Closure Selection Criteria

Background: The BRAC 95 Steering Group established a Selection Criteria Working Group within the Military Departments to review the record over the past two rounds of base closures of proposed changes to the selection criteria. Suggested changes from Congress, the GAO, the Defense Base Closure and Realignment Commission, communities and from within DoD were reviewed by the working group.

Discussion: The Selection Criteria Working Group identified the following possible changes to the selection criteria:

- o Include the direct costs of closures and realignments to other Federal Departments and State and local governments.
- o Include cumulative economic impact and give it greater emphasis.
- o Place more emphasis on the cost effectiveness of recommendations.
- o Place greater emphasis on the cost of doing business for industrial-type activities.
- o Include incremental environmental restoration costs.
- o Place more emphasis on the shortage of funds to maintain infrastructure.

The following six pages describe each issue, identify the source of the possible change, and provide background information, comments and the working group's recommendations on each.

Conclusion: The Working Group concluded that no changes to the selection criteria are necessary; that each of the issues identified deal with application of the existing criteria. Official policy guidance to the DoD Components can effectively deal with each issue, as appropriate, as determined by the BRAC 95 Review Group chaired by the Under Secretary of Defense, Acquisition and Technology.

Attachments: Six Issue Papers on Possible Changes to the Base Closure Selection Criteria

**POSSIBLE CHANGE TO
BASE CLOSURE SELECTION CRITERIA**

Possible Change: Change the selection criterion on costs and savings (criterion 5) to include the direct costs of closures and realignments to other Federal Departments and agencies and, to the extent possible, to state and local governments (Source: FY 94 DoD Authorization Act and GAO)

Background: Some potential non-DoD costs include: Medicare, losses incurred by GSA because of leased properties being vacated by DoD, the cost of economic assistance to affected communities, unemployment costs, and the cost to replace services formerly provided by DoD (e.g., air traffic control for the FAA). DoD has tried to respond to past GAO recommendations to compute Government-wide costs (i.e., include non-DoD costs) by calculating in 1991 and 1993 the impact closures have on CHAMPUS (DoD Health) costs, DoD unemployment contribution increases attributable to closures and realignments, and DoD Homeowners Assistance Program costs. DoD has not agreed with GAO's recommendation to include Medicare costs, or other non-DoD costs, arguing that we are unable to quantify such costs with any degree of certainty.

The FY 94 DoD Authorization Act includes a "Sense of Congress" that asks DoD to consider the inclusion of costs to other Federal Departments and agencies and, to the extent possible, to state and local governments.

Comments: All potential non-DoD costs we could attempt to measure would be applied under the Return on Investment criterion number five where we calculate the cost and savings implications of closures and realignments. Such changes involve issues of application of this criterion which do not necessitate a change to the criterion itself. In previous rounds we have issued detailed guidance on how to estimate various cost elements and on whether to include some elements in the cost and savings calculations or to leave them uncalculated as they are deemed to be the same regardless of scenario or of marginal impact.

Recommendation: Do not change the selection criteria.

Policy memoranda can be issued to include non-DoD costs, if appropriate, in the cost and savings calculations. Each possible non-DoD cost element will be examined and a determination made by the BRAC 95 Review Group on whether to include it as a cost element or not. The Review Group must also draft a letter to Congress on the outcome of these determinations.

**POSSIBLE CHANGE TO
BASE CLOSURE SELECTION CRITERIA**

Possible Change: Change the selection criterion on economic impact (criterion 6) to specifically include cumulative economic impact and to give cumulative impact more emphasis. (Source: Congress and Communities)

Background: During hearings before the Senate Armed Services Committee (SASC), Defense Base Closure and Realignment Commissioners and Secretary Aspin committed to consider cumulative economic impact on base closure communities during the 1993 base closure process. DoD had also considered cumulative economic impact during the 1991 base closure process.

Selection criterion number six directs the Military Departments to consider economic impact which does not exclude consideration of cumulative economic impact. The Department did, in fact, calculate cumulative economic impact during the 1991 and 1993 base closure rounds. Secretary Aspin removed McClellan AFB from the Air Force list of 1993 recommendations based on cumulative economic impact.

The selection criteria give priority consideration to military value criteria (the first four of the eight criterion). This has been a critical part of the success of past base closure rounds as the courts, communities and even the Congress have difficulty challenging DoD's military judgement. DoD exists to provide for the national security and the base closure process' contribution to national security is giving priority consideration to military value (i.e., keeping our most militarily valuable bases open and closing our least valuable). The military value criteria ensure that the roles and responsibilities of DoD and the Military Departments defined in Title 10 of the U.S. Code are given primary consideration.

Comments: Increasing the emphasis on cumulative economic impact to the extent that military value is no longer to be given priority consideration would require a change to the selection criteria. However, such a change could seriously undermine our national security by changing the rules to stress job impacts as the predominate reason for closing or not closing bases.

We can issue policy that cumulative economic impact be part of economic impact considerations and have established a cross-service group to develop a process and guidelines for the calculation and application of the economic impact criterion.

Recommendations: Do not change the selection criteria.

No change is required either to expressly include cumulative economic impact or to increase the emphasis on cumulative economic impact, short of making cumulative impact the priority consideration vice military value.

Guidance on cumulative economic impact can be issued by policy as it involves application of an existing criterion. However, we should refrain from making policy changes until after the economic impact working group has submitted its recommendations to the BRAC 95 Review Group on March 31, 1994, including its recommendations on the appropriate emphasis on cumulative economic impact.

**POSSIBLE CHANGE TO
BASE CLOSURE SELECTION CRITERIA**

Possible Change: Change the selection criteria to place more emphasis on the cost effectiveness of recommendations (military value compared to the cost and savings) (Source: Internal DoD)

Background: The Bottom-up Review tells us that we must close many more bases to realize the savings and therefore free up resources for readiness.

Comment: This change, and the change that would place more emphasis on cumulative economic impact vis-a-vis military value are potentially not complementary and could be in direct conflict. If the emphasis changed enough to obviate the current selection criteria's priority consideration of military value, it would require a formal change to the criteria.

Changing the criteria to reduce the primacy of military value in favor of other considerations is ill-advised. Priority consideration of military value among the selection criteria has been endorsed by the Commission and GAO during all three rounds. Also, "changing the rules" after three rounds of closures could have significant political implications and could open up past closure decisions. However, if military value considerations are roughly equal more emphasis could be placed on cost effectiveness through policy guidance without changing the criteria as that change would involve application of existing criteria.

Recommendation: Do not change the selection criteria.

Retain the primacy of military value among the selection criteria. Draft policy to place appropriate emphasis on cost effectiveness. The BRAC 95 Review Group will review this and other issues requiring policy guidance over the next few months.

**POSSIBLE CHANGE TO
BASE CLOSURE SELECTION CRITERIA**

Possible Change: Change the selection criteria to place greater emphasis on the costs of doing business especially for business-like functions such as depot maintenance (Source: GAO)

Background: The GAO has suggested that in considering industrial activities for closure or realignment, cost and savings criteria should be given more emphasis. The Department has in the past agreed that cost of doing business considerations may be more important for industrial type activities than for operational bases, but has not issued specific policy on the issue.

Comments: Decisions to close or realign industrial activities must be based on the ability of the activity to contribute to the Defense mission and readiness capabilities. However, the military value criteria include the criterion "cost and manpower implications" (criterion number four). Hence, additional policy guidance on the importance of the "cost of doing business" for industrial activities as a factor in military value calculations would clarify the issue without requiring a change to selection criteria. The distinction must be maintained between the "cost of doing business", which must be defined, vs the "cost of closure" which is measured in the Return on Investment criterion number five. The cost of doing business could be defined as mission costs, work product output costs, unit costs, etc.

Recommendation: No change to the criteria is required.

Clarifying that the cost of doing business is an important part of military value for industrial activities can be implemented through policy memoranda as it involves application of an existing criterion. The BRAC 95 Review Group will review this and other issues requiring policy guidance over the next few months. The joint cross-service groups established to look at depot maintenance, laboratories and test and evaluation would implement this policy by defining the cost elements to be measured.

**POSSIBLE CHANGE TO
BASE CLOSURE SELECTION CRITERIA**

Possible Change: Change the selection criteria to include in the Return on Investment calculations (criterion number five) "incremental environmental restoration costs" i.e., those costs that would not be incurred if the installation remained open (i.e., unexploded ordnance on ranges) or accelerated environmental restoration costs. (Source: 1993 Base Closure Commission Report)

Background: Environmental restoration costs at closing bases have not, in the past, been considered a cost of closure since the Department has a legal obligation for environmental restoration regardless of whether a base is closed or not. The Department also has ongoing programs for clean-up of unexploded ordnance on ranges.

Comments: Including the cost of accelerated or unique environmental restoration at closing bases would appear to duplicate costs which would occur regardless of whether the base closes. Consequently, such costs should not be considered a cost of closure as the increase in cost to accelerate ongoing programs is marginal at best. Also, including such costs would create a perverse incentive to only close clean facilities.

More importantly, if including such "incremental costs" are deemed appropriate by the BRAC 95 Review Group, guidance to include such costs would involve guidance on application of an existing criterion. Hence, no change to the criteria itself would be needed.

Recommendation: The criteria do not need to be changed.

Any guidance on this issue can be affected through a policy memorandum as this would involve application of an existing criterion. The BRAC 95 Review Group will review this and other issues requiring policy guidance over the next few months.

**POSSIBLE CHANGE TO
BASE CLOSURE SELECTION CRITERIA**

Possible Change: During BRAC 95, place more emphasis on the shortage of funds to maintain infrastructure to encourage maximum closures and realignments (Source: Bottom-Up Review)

Background: In recent years, the Military Departments have not had sufficient funds to maintain their infrastructure at acceptable levels. Reducing infrastructure (closing bases) is an alternative to increased funding levels. The Bottom-Up Review's reduced force structure scenarios will facilitate infrastructure reductions.

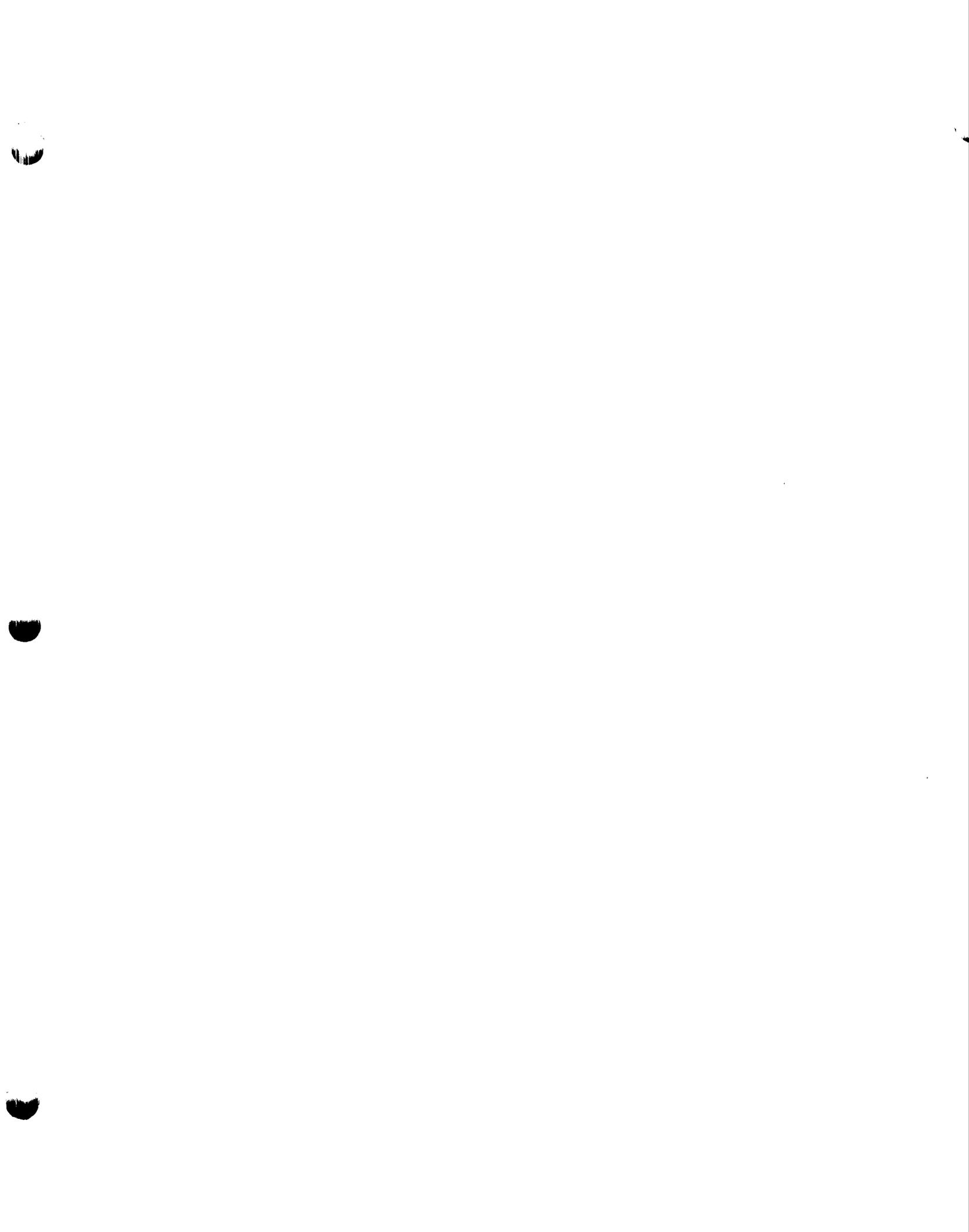
Comments: Reduced force structure is the "why" and "how many" portion of base closures. With force structure coming down, we cannot afford to keep unnecessary bases open.

The selection criteria, however, help us determine "which bases" to close after we have determined "how many" during the earlier, excess capacity, part of the closure analysis. Hence, this is clearly not a selection criteria issue.

The DepSecDef BRAC 95 "Kickoff" memorandum incorporates the conclusions of the Bottom-Up Review. It provides the DoD Components with an infrastructure reduction goal of at least 15 percent and establishes a methodology for determining excess capacity reduction targets by category of base.

Recommendation: No change to the selection criteria is warranted.

Additional guidance on how to calculate excess capacity in 5 key cross-service areas will be promulgated by March 31, 1994. Finally, the BRAC 95 Review Group will review all excess capacity calculations both operational and cross-service and will determine appropriate reduction targets this summer.





ECONOMIC SECURITY

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
3300 DEFENSE PENTAGON
WASHINGTON, DC 20301-3300



EXECUTIVE SUMMARY

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

FROM: ACTING CHAIRMAN, BRAC 95 STEERING GROUP
(DASD (ER&BRAC))
Prepared by: Doug Hansen/BCU/x45356/940419

Boyer
4/22/94

SUBJECT: BRAC 95 Review Group Meeting Minutes

PURPOSE: ACTION--To approve the minutes of the Review Group meeting chaired by the Deputy Secretary on March 30, 1994.

DISCUSSION: The proposed minutes of the second BRAC 95 Review Group meeting are at TAB A for your approval. Also at Tab A are the briefing charts used by each Joint Cross-Service Group. The work products of each group discussed at the meeting will be included as attachments to these minutes. We have not forwarded them with this package due to their volume.

Keeping minutes of all deliberative meetings conducted within the BRAC 95 process is an audit/internal control requirement. The minutes are stamped "Close Hold" and are normally not coordinated with attendees or distributed throughout the building. They will, however, be reviewed by the GAO when they begin their BRAC 95 work. We will retain these and all other BRAC 95 records associated with the Review Group for the GAO's review.

RECOMMENDATION

I recommend that you approve the attached minutes and return them to the DASD (ER&BRAC) for filing.

NOTE: Minutes of BRAC 95 Review Group meetings must not be handled like routine correspondence due to their potential sensitivity.



P25
PK

BRAC 95

Review Group Meeting

March 30, 1994

Minutes

The Deputy Secretary of Defense chaired this second Review Group meeting. The Acting Under Secretary of Defense (Acquisition and Technology) also attended. The agenda and a list of the principal attendees are attached. Also attached are the Joint Cross-Service Group work products and slides presented at the meeting.

After welcoming the Assistant Secretary of the Army for Installations, Logistics and Environment and the Assistant Secretary of the Navy for Installations and Environment, who were attending a Review Group meeting for the first time, the Chair asked for the Joint Cross-Service Group reports to begin.

The Acting Chair of the BRAC 95 Steering group began the discussion by stating that the Groups would present the metrics of the cross service analysis that would determine capacity, workload and military value of facilities within these functional categories.

The Depot Maintenance Group presented first. The presentation keyed on the fact that there are 24 maintenance depots and many other activities performing depot maintenance (using the Defense Science Board's definition of depot maintenance). Additionally, maintenance depots will be sized to core using principles of the Defense Depot Maintenance Council and the Defense Science Board (DSB). There was some discussion concerning whether this approach would be constraining, given the DSB position that "core" is service specific. However, the DoD position is that core is DoD-wide with the Services determining the core locations through the Defense Depot Maintenance Council. The Chair then asked if the Services were in agreement with the work product generated by the Depot Maintenance Joint Cross-Service Group. The Services responded affirmatively.

The Test and Evaluation (T&E) group presented next and discussed the fact that they were reviewing all facilities performing this function without regard to who funds these facilities. The presentation also keyed on the fact that while T&E facilities are not directly related to force structure, the FYDP, considered to be certified data, contains projected workload. Finally, the T&E group is looking at weights and measures of merit and are now evaluating test range encroachment as an issue that may require a supplementary data call. The Chair then asked if the Services were in agreement with the work product generated by the Test and Evaluation Joint Cross-Service Group. The Services responded affirmatively.

The Medical Treatment Facilities group presented next. Key discussion items concerned the relative weights of in-house vs out-house costs of medical care and the fact that peacetime capacity exceeds wartime requirements. The relative weight issue was remanded back to the group for further review. A final discussion concerned that the medical group's focus was not only on whether a facility should be retained but whether it is sized correctly. The Chair then asked if the Services were in agreement with the work product generated by the Military Treatment Facilities Group. The Services responded affirmatively.

The Undergraduate Pilot Training Group briefed next. A key discussion item concerned external policy decisions that could impact on the BRAC 95 analysis. Another discussion item concerned whether reconstitution of training capability was being evaluated. There was consensus in this regard that there is a natural expansion capability at pilot training facilities and there are additional air stations that could function in this role. The Chair then asked if the Services were in agreement with the work product generated by the Undergraduate Pilot Training Group. The Services responded affirmatively.

The Laboratories group presented next. Key discussion items included how excess capacity would be determined using the peak workyear performed in the 86-93 timeframe minus the projected workyears required in the FYDP (FY 97 initially). Discussion continued on the fact that the analysis should not look at only the existing excess capacity but also how workload could be structured differently, i. e. using a "core" workload concept to eliminate additional infrastructure. The Chair instructed the Laboratories Chairperson to meet with the Service Assistant Secretaries to explore this issue further.

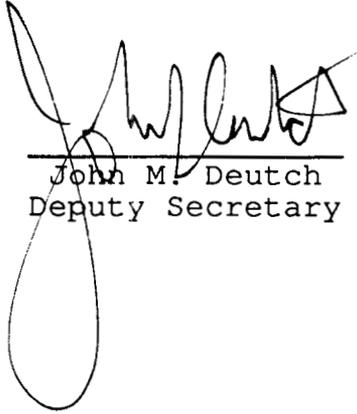
The Economic Impact Group briefed next, beginning with two issues: (1) guidance that would provide for the determination of cumulative impact within a region for all previous rounds and (2) that while measures would be the same, new multipliers for determining the economic vitality of a region would be used. Discussion continued in regard to the fact that Metropolitan Statistical Areas (MSAs) rather than states are the basis for the analysis. The Chair then asked that some outside group review the Department's models. Discussion then continued in regard to factoring other federal agency costs resulting from closures and realignments into the BRAC 95 analysis. It was agreed that non-DoD costs would not be considered in the BRAC 95 analysis. The Chair then asked if the Services were in agreement with the work product generated by the Economic Impact Group. The Services responded affirmatively.

The next issue discussed concerned cross-servicing and milestones. The Acting Chair of the BRAC 95 Steering Group stated that he would deal with these issues on a sub-group basis, first with the Services then with the Joint Cross-Service Groups. The Chair stated that cross-servicing should be dealt with corporately and should be aggressively worked.

The final issue raised by the representative from PA&E concerned whether the overall cost of providing health care was being given enough importance. The Chair asked the Chairperson of the Medical Treatment Facilities Group to work with PA&E to resolve the issue.

The meeting then concluded.

Approved:



John M. Deutch
Deputy Secretary

BRAC 95 REVIEW GROUP MEETING

March 30, 1994 2:00 P.M. Rm 3E-869

AGENDA

- o Introduction of New Members**

- o Joint Cross-Service Group Reports**
 - oo Underlying Assumptions/Key Decisions**
 - oo Unresolved Issues, If Any**
 - oo Required External Policy Decisions**

 - Order: Depot Maintenance**
 - Test and Evaluation**
 - Military Treatment Facilities**
 - Undergraduate Pilot Training**
 - Laboratories**
 - Economic Impact**

- o Next Issues for Steering Group**

- o Other Business**

CLOSE HOLD

BRAC 95

Review Group Meeting

March 30, 1994

Key Attendees

Mr. John M. Deutch, Deputy Secretary of Defense
Mr. Noel Longuemare USD (Acquisition and Technology)
Ms. Sheila E. Widnall, Secretary of the Air Force
Mr. Mike Walker, Assistant Secretary of the Army
GEN Peay, Vice Chief of Staff of the Army
Mr. Robin Pirie, Assistant Secretary of the Navy
Dr. Anita Jones, Director, Defense Research and Engineering
Mr. Stephen Preston, DoD Deputy General Counsel
Mr. Bill Paseur, DoD Comptroller
VADM E. M. Straw, Director, DLA
Mr. James R. Klugh DUSD (Logistics)
Dr. Edward D. Martin, Principal Deputy Assistant Secretary (HA)
Mr. Lee Frame, OSD (OT&E)
Mr. John Burt, OSD (T&E)
Mr. Al Conte, OSD (Personnel and Readiness)
Mr. Lou Finch, OSD (Personnel and Readiness)
VADM LaPlante, Joint Staff
Mr. Rosamond, OSD (Reserve Affairs)
Mr. David McNicol, OSD (PA&E)
Mr. Gary Vest, PADUSD (Environmental Security)
Mr. Robert Bayer, OSD (Economic Reinvestment and BRAC)
Mr. Doug Hansen, OSD (Executive Secretary)

CLOSE HOLD



*Joint Cross Service Group
Depot Maintenance*



[REDACTED] *Depot Locations/Categories*

- **Initial focus on 24 remaining depot maintenance facilities.**
- **Analysis will be performed on a commodity basis. Each activity that is identified by the Services as performing depot maintenance will be subject to analysis.**



Guidelines

Baselines for Analysis

- **Core capacity based on FYDP.**
- **Capacity/utilization - based on current year funded and outyear FYDP programmed workload**
- **Depots will be analyzed by commodity groups and sub-components**



Guidelines

Definitions

- **Standard definitions have been prepared.**
- **Definitions will be included as part of the standard data call.**

Standards

- **Size to Core**
- **Capacity/Utilization - In accordance with the principles established in the DDMC study on capacity measurement**
- **Maximum potential capacity - Current workload mix, no hiring constraints, optimum work station usage, no MILCON**
- **Maximum potential capacity minus core equals excess capacity**
- **All measures based on a one shift, 40 hour workweek**



Assumptions

- **People will follow the workload**

██████████ *Impact of the Defense Science Board
Depot Maintenance Task Force*

- **Complements BRAC 95 process**
 - **CORE determination process endorsed**
 - **Interservicing options reviewed**
 - **Standard definitions developed**
 - **Commodities established**
- **Only certified data will be used for BRAC analysis**

Measures of Merit

● Stage 1 - Development of Alternatives Including Cross-Servicing Military Value

- 1. The current and future mission requirements and the impact on operational readiness of the Department of Defense's total force.**
- 2. The availability and condition of land, facilities and associated airspace at both the existing and potential receiving locations.**
- 3. The ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving locations.**
- 4. The cost and manpower implications.**

● Stage 2 - Service Analysis of Alternatives

- All eight BRAC criteria applicable**



BRAC '93 Analysis Frameworks

Highlights of Common Data Elements (Military Value Criteria)

Measure of Merit	Army	Navy/USMC	Air Force	Commlusion	ICSG-DM
Capacity	0	0	0	0	0
Location	0	0	0	0	0
Construction Investment	0	0	0	0	0
Equipment Investment	0	0	0	0	0
Encroachment	0	0	0	0	0
Buildable Acres	0	0	0	0	0
Unused Maintenance Capacity	0	0	0	0	0
Unused Building Admin Space	0	0	0	0	0
Work Force Available	0	0	0	0	0
Labor Rates	0	0	0	0	x
Overhead Rates	0	0	0	0	0
Environmental Compliance	0	0	0	0	0
Programmed MILCON & Repair	0	0	0	0	0
Total Depot Maint Oper Costs	0	0	0	0	0
Actual Costs per DLH	0	0	0	0	0



BRAC 95 JOINT CROSS-SERVICE GROUP FOR MTFs AND GME

■ Major Analysis Assumptions

- ▶ MTF will close if base closes unless a sufficient active duty population remains**
- ▶ Joint Group efforts will focus on peacetime requirements**
- ▶ Analysis will include facilities with < 300 civilian personnel**

BRAC 95 JOINT CROSS-SERVICE GROUP FOR MTFs AND GME

■ Key Decisions

- Base capacity on full DoD requirements**
- Use new Costing Methodology for evaluating inpatient care**
- Consider only Active Duty and Active Duty family members for population measure**
- Focus is on downsizing/rightsizing facilities**
- Incorporate GME consolidations**
- Propose consolidations of Biostatistics, Medical Training, and Medical Labs**

BRAC 95 JOINT CROSS-SERVICE GROUP FOR MTFs AND GME

- Unresolved Issues - None
- Non BRAC External Policy Decisions required
- None

UPT Joint/Cross-Service Group

**UNDERGRADUATE PILOT TRAINING (UPT)
JOINT/CROSS-SERVICE GROUP**

STATUS REPORT TO THE BRAC REVIEW GROUP

March 30, 1994

STATUS

- **Category Scope Rationale**
- **Installations in Category**
- **Data Call**
 - **Capacity**
 - **Military Value**
- **External Policy Issues**

Category Scope Rationale

Installations in the UPT category include all DoD flight programs which support and facilitate selection and training of pilots, naval flight officers, and navigators to the point of awarding “Wings”

Installations in Category

• Columbus	AFB	MS
• Corpus Christi	NAS	TX
• Fort Rucker	AATC	AL
• Kingsville	NAS	TX
• Laughlin	AFB	TX
• Meridian	NAS	MS
• Pensacola	NAS	FL
• Randolph*	AFB	TX
• Reese	AFB	TX
• Sheppard	AFB	TX
• Vance	AFB	OK
• Whiting Field	NAS	FL

* Includes Enhanced Flight Screening sites at Hondo, TX and the Air Force Academy

External Policy Issues with BRAC Implications

- **Flight Screening**
- **Trainer-Aircraft Mix**
- **Fixed-Wing Training for Helo Pilots**
- **UHPT Program Consolidation**
- **Aircraft Beddown Configuration**
- **Common-Syllabus Questions**

Resolving External Policy Issues: Mechanisms & Players

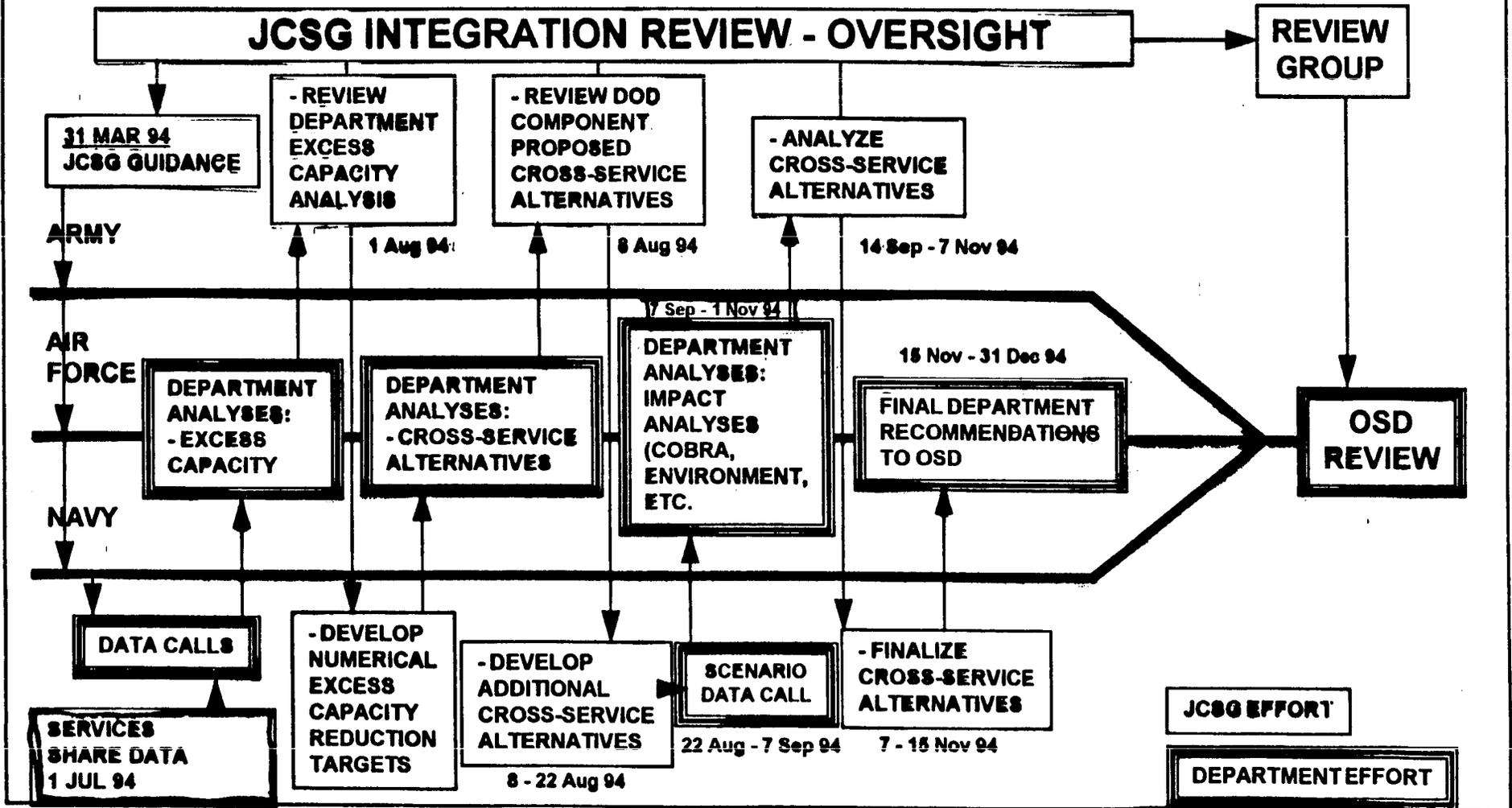
- **Build On Roles & Missions Study Efforts**
 - **Draw On Service / JCS Study Teams**
- **Use Existing Studies as an Analytical Base**
 - “Joint Fixed-Wing Training”
 - “Consolidation of Initial Helicopter Training”
- **Recommended Participation**
 - **Services, JCS, OSD**
- **Proposed Deadline -- July 1, 1994**
 - **Policy Analysis Completed by June 1**
 - **Review & Coordination -- June 1-30**

Laboratory Joint Cross-Service Group Key Decisions

- “Lab” - Defined as an organization primarily performing S&T and/or engineering development and/or in-service engineering
- The sum of the peak workyears performed during FY86-93 represents the capacity of “Lab” activities
- Selected common support functions have the greatest potential for cross-service alternatives
- Projected budgets for common support functions are an indication of the DoD requirement for work in those functions
- Common capability data elements will be used to identify common support function cross-service alternatives
 - Location/personnel/facilities & equipment/expansion potential/workload
- Specific cross-service alternatives will be evaluated by the DoD component based on additional “scenario” data

JOINT CROSS-SERVICE GROUP PROCESS

Working Draft





T&E JOINT CROSS-SERVICE GROUP
STATUS OF ACTIONS
REPORT TO BRAC '95 REVIEW GROUP

30 MARCH 1994

GUIDANCE, STANDARDS, AND ASSUMPTIONS

- **ALL FACILITIES PERFORMING OR HAVE PERFORMED T&E**
- **FACILITIES FROM ALL FUNDING SOURCES**
- **T&E WORKLOAD IS NOT A DIRECT FUNCTION OF FORCE STRUCTURE**
- **THE FYDP IS CONSIDERED CERTIFIED DATA**
- **INFORMATION FROM NON-DOD ACTIVITIES CAN NOT BE CERTIFIED AND WILL NOT BE USED AS A BASIS FOR ANALYSES.**

GUIDANCE, STANDARDS, AND ASSUMPTIONS

(CON'T)

- **AT LEAST ONE TEST FACILITY/CAPABILITY WILL BE REQUIRED TO ADDRESS ANY TECHNOLOGY IN USE OR NEARING MATURATION.**
- **POTENTIAL FOR INTERNETTING FACILITIES/CAPABILITIES CAN BE CONSIDERED IF INVESTMENTS ARE PROGRAMMED.**
- **WORK CURRENTLY PERFORMED IN-HOUSE WILL REMAIN IN-HOUSE AND WORK OUTSOURCED WILL REMAIN OUTSOURCED.**
- **FMS WORKLOAD WILL CONTINUE AT FY93 LEVELS INTO THE FUTURE (STRAIGHT-LINED).**

CAPABILITY

FUNCTIONAL AREAS

AIR VEHICLES

ELECTRONIC COMBAT

ARMAMENTS/WEAPONS

FACILITY TYPES

MODELS/SIMULATION

MEASUREMENT FACILITIES

INTEGRATION LABS

HARDWARE-IN-THE-LOOP

INSTALLED SYSTEMS

OPEN AIR RANGES

CAPACITY

- **HISTORICAL WORKLOAD**
- **FORECASTED WORKLOAD**
- **UNCONSTRAINED CAPACITY**

UNRESOLVED ISSUES

NONE

REQUIRED EXTERNAL POLICY DECISIONS

NONE

JOINT CROSS-SERVICE GROUP ON ECONOMIC IMPACT

CALCULATING ECONOMIC IMPACT

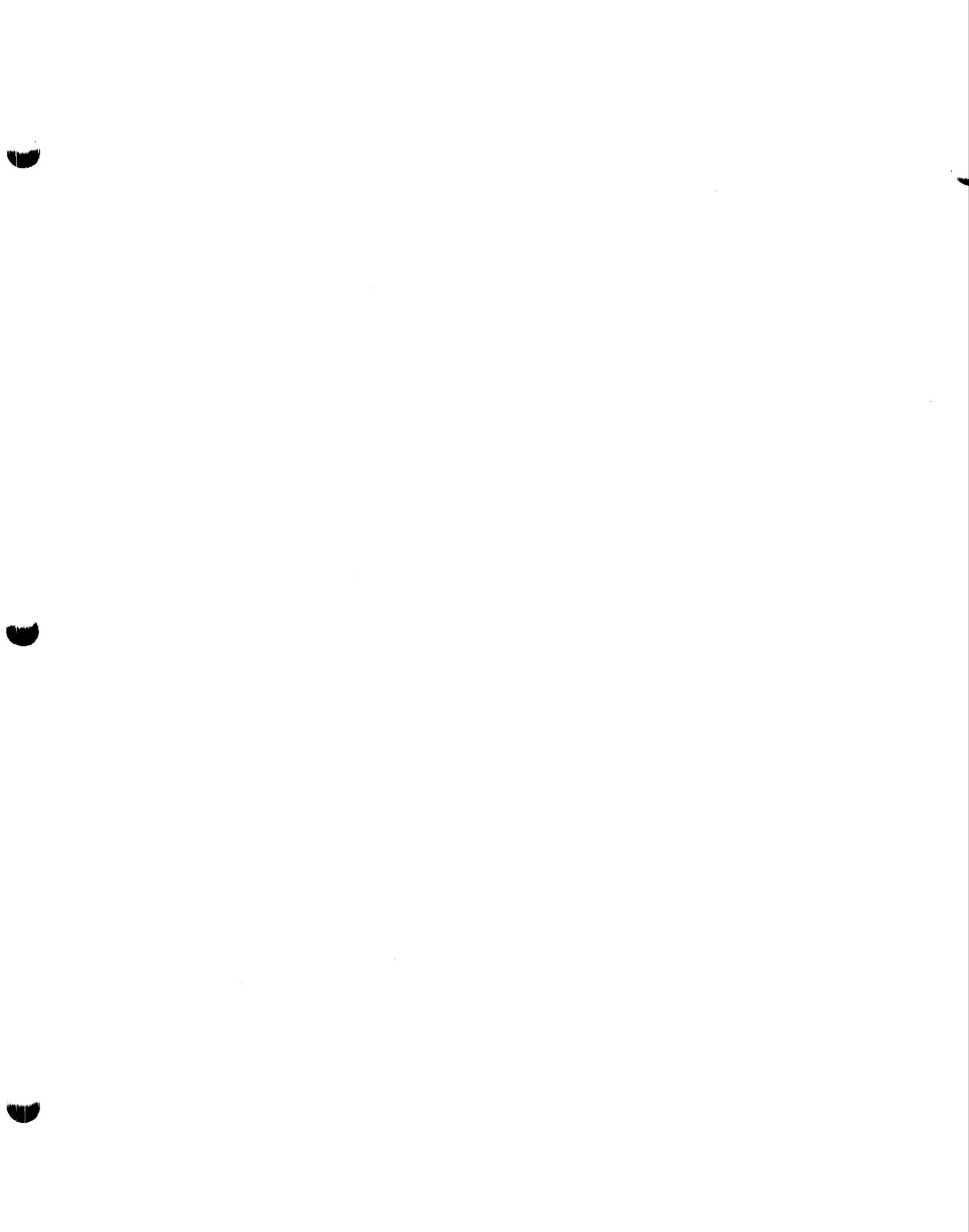
- **NEW PROCESS AND NEW MEASURES**
- **NEW MULTIPLIERS FOR INDIRECT JOB EFFECTS**
- **IMPROVED DATABASE TOOL TO UNIFORMLY CALCULATE CUMULATIVE IMPACT**

COSTS TO OTHER FEDERAL AGENCIES AND STATE AND LOCAL GOVERNMENTS

- **PAST POLICY HAS BEEN TO INCLUDE ONLY COSTS TO DOD**
- **CONGRESS AND G.A.O. WANT NON-DOD COSTS CONSIDERED**
- **REPORT DUE TO CONGRESS IF DOD DOES NOT INCLUDE COSTS TO OTHER GOVERNMENT ELEMENTS IN BRAC ANALYSES**
- **JOINT GROUP ANALYZED ABILITY TO ESTIMATE COSTS TO OTHER GOVERNMENT ELEMENTS FROM ACCURACY, COST-EFFECTIVENESS AND VALUE ADDED PERSPECTIVES**

CONCLUSIONS

- **DIFFICULT TO ACCURATELY ESTIMATE NON-DOD COSTS, NO MATTER THE EFFORT**
 - **DEPENDS ON UNKNOWN SUCCESS OF REUSE AND OTHER LOCAL ECONOMIC RECOVERY**
 - **COSTS FREQUENTLY OFFSET BY SAVINGS**
 - **NATIONAL/MACRO ASSUMPTIONS GENERALLY DO NOT FIT WIDELY VARIED LOCAL CONDITIONS**
 - **MANY COSTS ASSOCIATED WITH ENTITLEMENT PROGRAMS ARE TRIGGERED BY UNPREDICTABLE PERSONAL BEHAVIOR**
 - **ANALYSIS OF A FEW BRAC 88 CLOSURES SUGGESTS THAT ACTUAL ECONOMIC IMPACTS MAY BE SUBSTANTIALLY LESS THAN DOD MODEL ESTIMATES**
- **SOME DOD COSTS PAID TO OTHER GOVERNMENT ELEMENTS ARE MEASURABLE AND WILL BE IN COBRA**
- **INITIAL ANALYSES SUGGEST NON-DOD COSTS ARE SMALL COMPARED TO BRAC SAVINGS**
- **JOB IMPACT ANALYSIS IS AN ACCEPTABLE PROXY FOR NON-DOD COSTS**





ECONOMIC
SECURITY

ASSISTANT SECRETARY OF DEFENSE

3300 DEFENSE PENTAGON
WASHINGTON DC 20301-3300



EXECUTIVE SUMMARY

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

FROM: CHAIRMAN, BRAC 95 STEERING GROUP (ASD(ES)) JG
Prepared by: Doug Hansen/BCU/x45356/941004

SUBJECT: BRAC 95 Review Group Meeting Minutes

PURPOSE: ACTION--To approve the minutes of the Review Group meeting chaired by the Deputy Secretary on September 29, 1994.

DISCUSSION: The proposed minutes of the third BRAC 95 Review Group meeting are at TAB A for your approval.

Keeping minutes of all deliberative meetings conducted within the BRAC 95 process is an audit/internal control requirement. The minutes are stamped "Close Hold" and are normally not coordinated with attendees or distributed throughout the building. They are, however, being reviewed by the GAO as part of their BRAC 95 work. We retain these and all other BRAC 95 records associated with the Review Group for the GAO's review.

RECOMMENDATION

I recommend that you approve the attached minutes and return them to the DASD(ER&BRAC) for filing.

NOTE: Minutes of BRAC 95 Review Group meetings must not be handled like routine correspondence due to their potential sensitivity.



BRAC 95

Review Group Meeting

September 29, 1994

Minutes

The Deputy Secretary of Defense chaired this third Review Group meeting. The agenda and a list of the principal attendees are attached.

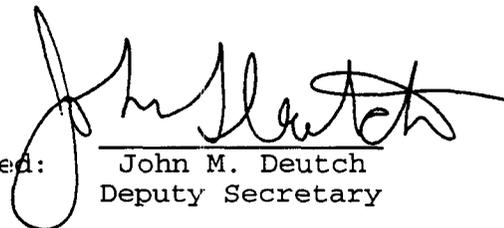
The Chair reiterated the importance of BRAC and stated that this would be the first round in which cross-servicing and cumulative economic impact would be emphasized. The Chair also stressed that each Service meet the specific challenges they were faced with to eliminate excess capacity to the maximum extent possible. The Chair continued by emphasizing the importance of an aggressive analytical process that would yield a robust list of recommendations. The Chair further pointed out that the Services should not allow short term resource problems to constrain their recommendations. The Chair closed this discussion by stating that OSD's two month (Jan-Feb) window after receipt of Service recommendations would be preserved to accommodate cross-servicing issues since this would be a "cooperative" use of time that would ensure good recommendations.

The Services then provided brief comments. The Air Force stated they would provide military value to the cross-service groups within a period of a week or two. The Navy stated that they would be aggressive and they would meet the schedule and were ready to provide the cross-service groups with whatever they required. The Army provided similar comments to the Navy's.

The Cross-Service Groups then provided their remarks. Laboratories stated they were on schedule and making progress. Discussion ensued in regard to the fact that the process was dependent upon a computer modeling tool supporting further analysis and the application of judgement. Medical commented that in large part their facilities were followers to Service closures. Undergraduate Pilot Training reported that the Navy and Air Force had agreed upon a common syllabus for joint primary fixed wing pilot training which would be factored into their evaluation. Additionally, JPATS would factor into their capacity analysis. Test and Evaluation reported that their functional values and excess capacity runs would be completed by mid-month and they expected their unconstrained runs to be completed by the end of the month. Depots reported that they expected to complete their excess capacity analysis by October 5, followed by unconstrained runs by Oct 7 and constrained alternatives by October 20.

The meeting then concluded.

Approved:



John M. Deutch
Deputy Secretary

BRAC 95

Review Group Meeting

September 29, 1994

Key Attendees

Mr. John M. Deutch, Deputy Secretary of Defense
Mr. Noel Longuemare USD (Acquisition and Technology)
Mr. Joe Reeder, Under Secretary of the Army
Mr. Rudy deLeon, Under Secretary of the Air Force
GEN Tilelli, Vice Chief of Staff of the Army
Mr. Robin Pirie, Assistant Secretary of the Navy
Dr. Anita Jones, Director, Defense Research and Engineering
Ms. Judith Miller, DoD General Counsel
Mr. John Hamre, DoD Comptroller
VADM E. M. Straw, Director, DLA
Mr. James R. Klugh DUSD (Logistics)
Dr. Patty Watson, OSD (HA)
Mr. Lee Frame, OSD (OT&E)
Mr. John Bolino, OSD (T&E)
Mr. Lou Finch, OSD (Personnel and Readiness)
BG Cannon, Joint Staff
Mr. Rosamond, OSD (Reserve Affairs)
COL Tony Hermes, OSD (PA&E)
Mr. Charles Wood, OSD (Environmental Security)
Mr. Robert Bayer, OSD (Economic Reinvestment and BRAC)
Mr. Doug Hansen, OSD (Executive Secretary)

BRAC 95 REVIEW GROUP MEETING

September, 29, 1994 4:30 P.M. Rm 3E-869

AGENDA

- o Introduction by Chair**

- o BRAC Cross-Service Analysis and Recommendation Process**
 - oo Joint Group excess capacity and unconstrained configuration analysis**
 - oo Informal discussions between Joint Groups and Military Departments re military value**
 - oo Joint Group sets of constrained alternatives for consideration by Military Departments**
 - oo Military Department analysis and recommendations to SecDef**
 - oo OSD review of recommendations**

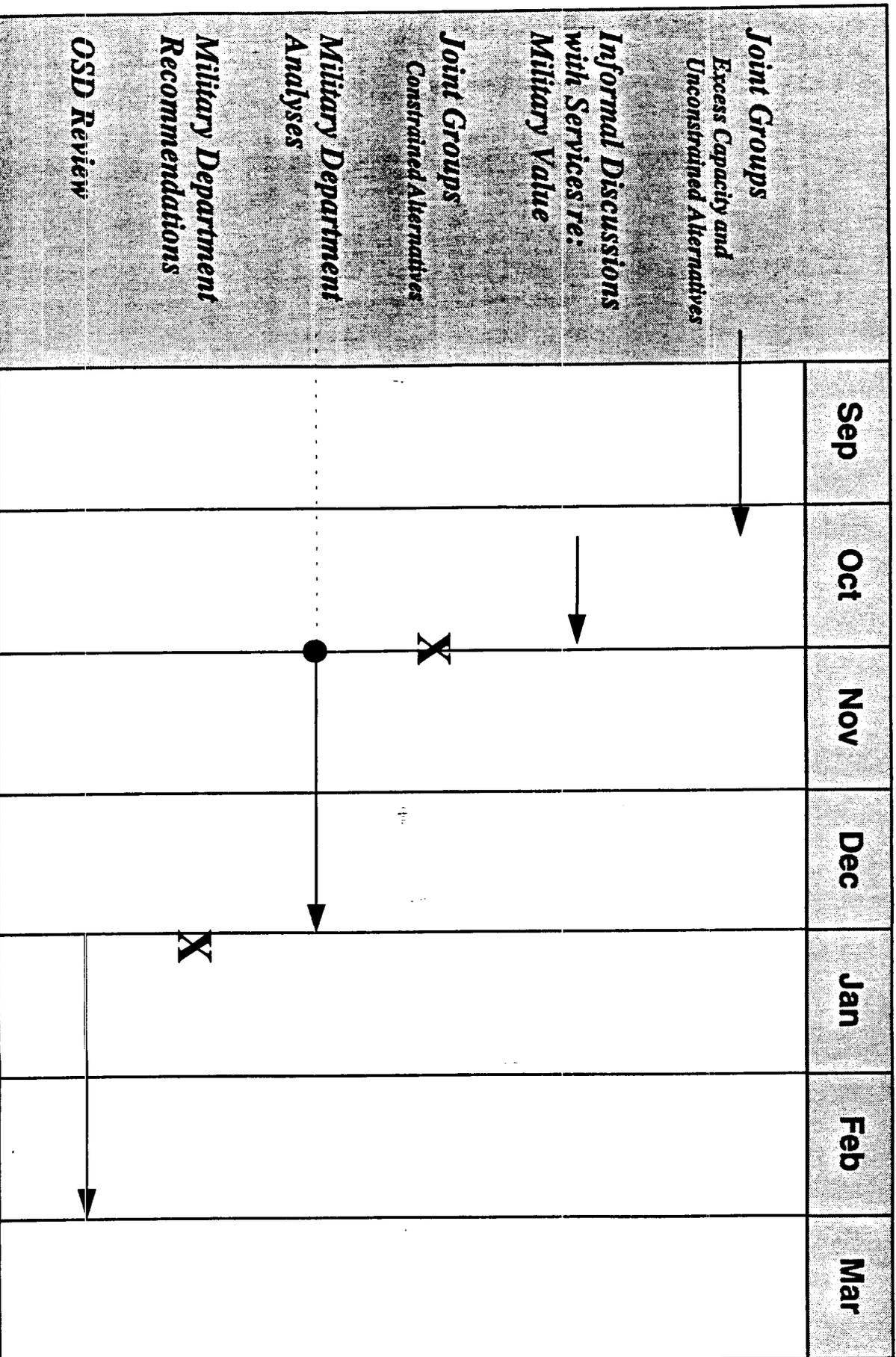
- o Progress Reports by Joint Groups**
 - oo Develop policy guidance/areas of focus**
 - oo Progress of cross-service analysis to date**
 - oo Products (what and when)**
 - ooo Excess capacity analysis by _____**
 - ooo Unconstrained configuration analysis by _____**
 - ooo Constrained alternatives by _____**

- o Other Business**

Cross-Service Analytical Process

- Develop analytical framework and data request (Joint Groups)
- Collect data (Military Departments)
- Analyze data (Joint Groups)
 - Data verification
 - Analyze excess capacity
 - Analyze functional value
 - Linear optimization model runs/judgment
- Unconstrained alternatives (configurations unconstrained by other military value)
- **Develop constrained alternatives for Military Department consideration (Joint Groups)**
 - **Discuss military value with Services**
 - **Linear optimization model runs/judgment**
- Military Department consideration of constrained alternatives
- Military Department recommendations to SecDef
- OSD review of recommendations

Timelines







ECONOMIC
SECURITY

ASSISTANT SECRETARY OF DEFENSE

3300 DEFENSE PENTAGON
WASHINGTON, D.C. 20304-3300

C3



EXECUTIVE SUMMARY

Carroll 1/3

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE

FROM: CHAIRMAN, BRAC 95 STEERING GROUP (ASD(ES))
Prepared by: Bob Meyer/BCU/x45356/941227

Bob Meyer
12/28/94

SUBJECT: BRAC 95 Review Group Meeting Minutes

PURPOSE: ACTION--To approve the minutes of the Review Group meetings chaired by the Deputy Secretary on November 4, 1994 and November 22, 1994.

DISCUSSION: The proposed minutes of the fourth and fifth BRAC 95 Review Group meetings are at TABs A & B for your approval.

Keeping minutes of all deliberative meetings conducted within the BRAC 95 process is an audit/internal control requirement. The minutes are stamped "Close Hold" and are normally not coordinated with attendees or distributed throughout the building. They are, however, being reviewed by the GAO as part of their BRAC 95 work. We retain these and all other BRAC 95 records associated with the Review Group for the GAO's review.

RECOMMENDATION

I recommend that you approve the minutes at TABs A & B and return them to the DASD (Installations) for filing.

NOTE: Minutes of BRAC 95 Review Group meetings must not be handled like routine correspondence due to their potential sensitivity.



BRAC 95

Review Group Meeting

November 4, 1994

Minutes

The Deputy Secretary of Defense chaired this fourth Review Group meeting. The agenda, slides used, and listing of principal attendees are attached.

Military Site Value: Each military department will provide the military value of its installations in three bands indicating the high, medium and low military value scores. The Joint Cross-Service Groups will use these values in developing their optimization runs.

Cross-Service Group Status: Laboratories reported that 50% of its work product (covering 27 common support functions) had been forwarded to the Military Departments. The remaining work included an analysis of optimization model runs constrained by military value. They will then compare these results with those of the T&E group and, finally, complete an analysis of the data and any required optimization model runs resulting from their supplemental C4I and Energetics data call.

Test and Evaluation stated they had completed a series of optimization model runs and were ready to receive military site value which could change the way they had shifted workload. Test and Evaluation also stated that they would be recommending closures of some functions.

Undergraduate Pilot Training reported that they had begun their optimization model runs and they needed military site value to complete their analysis.

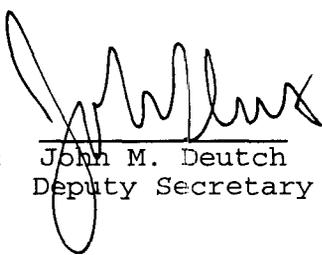
Medical reported that their alternatives would be ready by mid-month, vice early in November, because of data corrections. Medical also reported that military site value was important as a surrogate which would indicate potential bases remaining open and, therefore, remaining regional populations requiring medical care.

Depot Maintenance reported that their data base was completed and verified by the DoDIG. Additionally, they had completed a series of optimization model runs and were now awaiting military site value to complete their analysis.

Schedule: By January 3rd, each Military Department will provide one page summaries of each of its recommendations, as "work in progress", so that cumulative economic impact, excess capacity reduction and cross-servicing can be evaluated.

ITRO: A working group will evaluate the Interservice Training Review Organization (ITRO) work products. This would allow the VCJCS to be provided with a coordinated answer to his request that ITRO's recommendations be incorporated into BRAC 95.

The meeting then concluded.

Approved: 
John M. Deutch
Deputy Secretary

BRAC 95

Review Group Meeting

November 4, 1994

Key Attendees

Mr. John M. Deutch, Deputy Secretary of Defense
Mr. Joshua Gotbaum, Assistant Secretary of Defense
Mr. Mike Walker, Assistant Secretary of the Army
Mr. Rudy deLeon, Under Secretary of the Air Force
GEN Tilelli, Vice Chief of Staff of the Army
GEN Moorman, Vice Chief of Staff of the Air Force
Mr. Robin Pirie, Assistant Secretary of the Navy
Dr. Craig Dorman, Defense Research and Engineering
Ms. Judith Miller, DoD General Counsel
Mr. John Hamre, DoD Comptroller
VADM E. M. Straw, Director, DLA
Mr. James R. Klugh DUSD (Logistics)
MAJ GEN Anderson, OSD (HA)
Mr. Philip Coyle, Dir, OT&E
Mr. John Burt, OSD (T, SE&E)
Mr. Lou Finch, OSD (Personnel and Readiness)
VADM LaPlante, Joint Staff
Ms. Debbie Lee, OSD (Reserve Affairs)
Mr. Bill Lynn, OSD (PA&E)
Mr. Pat Meehan, OSD (Environmental Security)
Mr. Robert Bayer, OSD (Installations)
Mr. Bob Meyer, OSD
Mr. Paul Granato, DoDIG

BRAC 95 REVIEW GROUP MEETING

November 4, 1994 2:00 P.M. Rm 3E-869

AGENDA

- o Introduction by Chair**
- o Military Value Status**
- o Reports by Joint Groups**
 - oo Status of analysis**
 - oo Impact of Military Value in developing alternatives**
 - oo When are alternatives going to MILDEPS**
- o Schedule for the remainder of the process**
 - oo Time required for development of MILDEP position on JCSG alternatives**
 - oo Time required for iterations between MILDEPS and Joint Cross-Service Groups**
 - oo Service recommendation date**
 - ooo Preliminary**
 - ooo Final**
- o Review Group role in the remaining process**
 - oo Formal process**
 - oo Informal discussions**
- o ITRO**
 - oo Request by VCJCS to review eight tech training consolidations**
 - oo What is possible?**
 - oo What structure can be used?**



THE VICE CHAIRMAN, JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318

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14 October 1994

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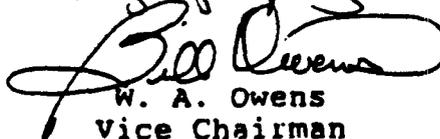
OFFICE OF THE VICE CHAIRMAN

MEMORANDUM FOR THE DEPUTY SECRETARY OF DEFENSE

Subject: Training Consolidations and Collocations with Potential for Substantial Savings

1. As an outgrowth of the 1993 CJCS Roles and Missions Review, the CJCS requested (Enclosure) that the Interservice Training Review Organization (ITRO) conduct a Military Training Structure Review (MTSR) to identify Service training courses and programs for possible consolidation or collocation. The MTSR was underscored in a Secretary of Defense decision* to undertake a follow-on, fast track study of initial skills training as a result of CJCS Roles and Missions Review recommendations. In the course of the MTSR, the ITRO has identified eight training functional areas that if consolidated or collocated have the potential for substantial savings in infrastructure and operating costs. These functions are communications and information technology; supply, logistics, and transportation; civil and construction engineering; intelligence; finance and accounting; fuels and petroleum; health care; and personnel administration.

2. Since 1972, the ITRO has made much progress in saving infrastructure and operating costs through training consolidations and collocations. I believe that the ITRO's product can assist OSD and the Services in the BRAC process. I recommend that the Services be asked to seriously consider the ITRO's input.

Very respectfully

W. A. Owens
Vice Chairman

of the Joint Chiefs of Staff

Enclosure

Reference:

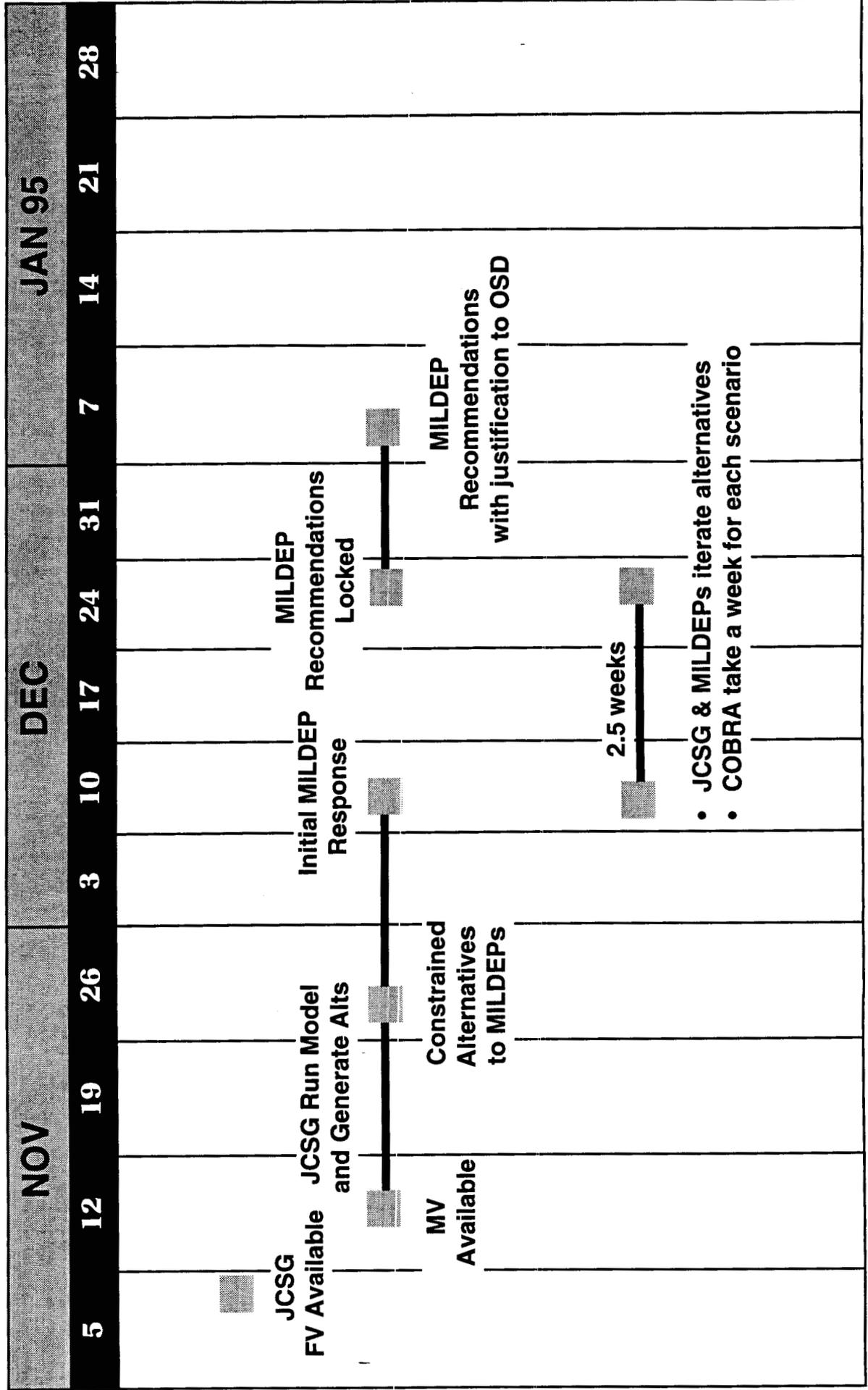
* SecDef memorandum, 15 April 1993, "Roles, Missions, and Functions of the Armed Forces of the United States"

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BRAC 95 -- Current Status

- **Data being analyzed by Military Departments and Joint Cross-Service Groups**
- **Schedule slipping**
- **Air Force reluctance to discuss military value delaying JCSCG's**
- **Reports to Congress on criteria, economic effect have been drafted**
- **Consultation on Commission Nominees should begin now**

The "Time Crunch"



Joint Cross-Service Group Issues

As of Nov 1

JCSG	Analysis Structure and Capacity measure	Status of Unconstrained Runs (FV Only)	Military Value (How will this affect group analysis?)
------	---	--	---

Depots	50-60 Commodity Groupings (Direct Labor Hours)	Not complete	Important
Laboratory	12 Functions/3 Life Cycle Phases (Workyears)	Done*	Important
Test & Evaluation	3 Functional Areas (Test Hours)	Not complete *	Important
UPT	Undergraduate Flying Trainings in 10 Functional Groupings (Airfield Operations/Students per Year)	Not complete	Critical
Medical	Geographic Workload (Numbers of Patients)	4 Nov (target)	Unimportant

*Labs and T&E Groups need to correlate their analysis.

ITRO Issues

- **VCJCS recommends consideration of 8 (subsequently reduced to 5) training consolidations in:**
 - ✧ **Communications and Information Technology - also R&D**
 - ✧ **Civil and Construction Engineering**
 - ✧ **Intelligence**
 - ✧ **Health Care - Medical JCSG**
 - ✧ **Personnel Administration**
- **Worthy of consideration - need not be in BRAC**
- **Discuss plan of action as a Nov 4 Review Group agenda item**
 - ✧ **What can be done within statutory BRAC time constraints?**
 - ✧ **How?**



BRAC 95

Review Group Meeting

November 22, 1994

Minutes

The Deputy Secretary of Defense chaired this fifth Review Group meeting. The agenda, slides used, and listing of principal attendees are attached.

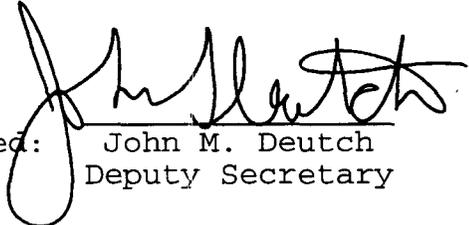
Overall Status: The joint cross-service groups have received military site value. As indicated on the "Schedule" slide prepared by Gen Klugh, alternatives are ready to be issued. This will be followed by reports from the MilDeps on "showstoppers" and COBRA analyses. Planning for the events associated with forwarding SecDef's closure and realignment recommendations to the Commission is now underway. The Deputy DoDIG stated that documentation looked good thus far.

MilDep Reports: Each Service reported they were on track and would meet the January 3rd suspense.

Cross-Service Group Status: Medical reported they had lost some time in processing their data and were anticipating some revisions to the optimization model. T&E reported that their package was ready to be forwarded to the MilDeps. Undergraduate Pilot Training reported they would be providing three alternatives which should be delivered to the MilDeps within a day. Building on the status presented to the Review Group earlier in the meeting, Depot Maintenance reported that they were not only providing alternatives for closure, but also alternatives to increase interservicing by reducing product lines. Laboratories reported that their alternatives would be provided to the MilDeps next week.

ITRO: The additional analysis required to finalize the Interservice Training Review Organization (ITRO) training consolidation proposals precluded incorporating them into the BRAC 95 process. However, wherever possible, steps would be taken by the MilDeps to avoid frustrating ITRO initiatives when the Services develop receiving locations within BRAC 95.

The meeting then concluded.

Approved: 
John M. Deutch
Deputy Secretary

BRAC 95

Review Group Meeting

November 22, 1994

Key Attendees

Mr. John M. Deutch, Deputy Secretary of Defense
Mr. Noel Longuemare, Principal Deputy Under Secretary of Defense
Mr. Joshua Gotbaum, Assistant Secretary of Defense
Mr. Joe Reeder, Under Secretary of the Army
Mr. Danzig, Under Secretary of the Navy
Ms. Sheila Widnall, Secretary of the Air Force
GEN Tilelli, Vice Chief of Staff of the Army
GEN Moorman, Vice Chief of Staff of the Air Force
Dr. Anita Jones, Defense Research and Engineering
Ms. Judith Miller, DoD General Counsel
Mr. VanderSchaaf, Deputy DoDIG
Mr. John Hamre, DoD Comptroller
MG L. Farrell, Deputy Director, DLA
Mr. James R. Klugh DUSD (Logistics)
Dr. Martin, OSD (HA)
Mr. Philip Coyle, Dir, OT&E
Mr. John Burt, OSD (T,SE&E)
Mr. Lou Finch, OSD (Personnel and Readiness)
MG Cannon, Joint Staff
Mr. John Rosamond, OSD (Reserve Affairs)
Mr. Bill Lynn, OSD (PA&E)
Ms. Sherry Goodman, DUSD (Environmental Security)
Mr. Robert Bayer, OSD (Installations)
Mr. Bob Meyer, OSD

BRAC 95 REVIEW GROUP MEETING

November 22, 1994 3:00 P.M. Rm 3E-869

AGENDA

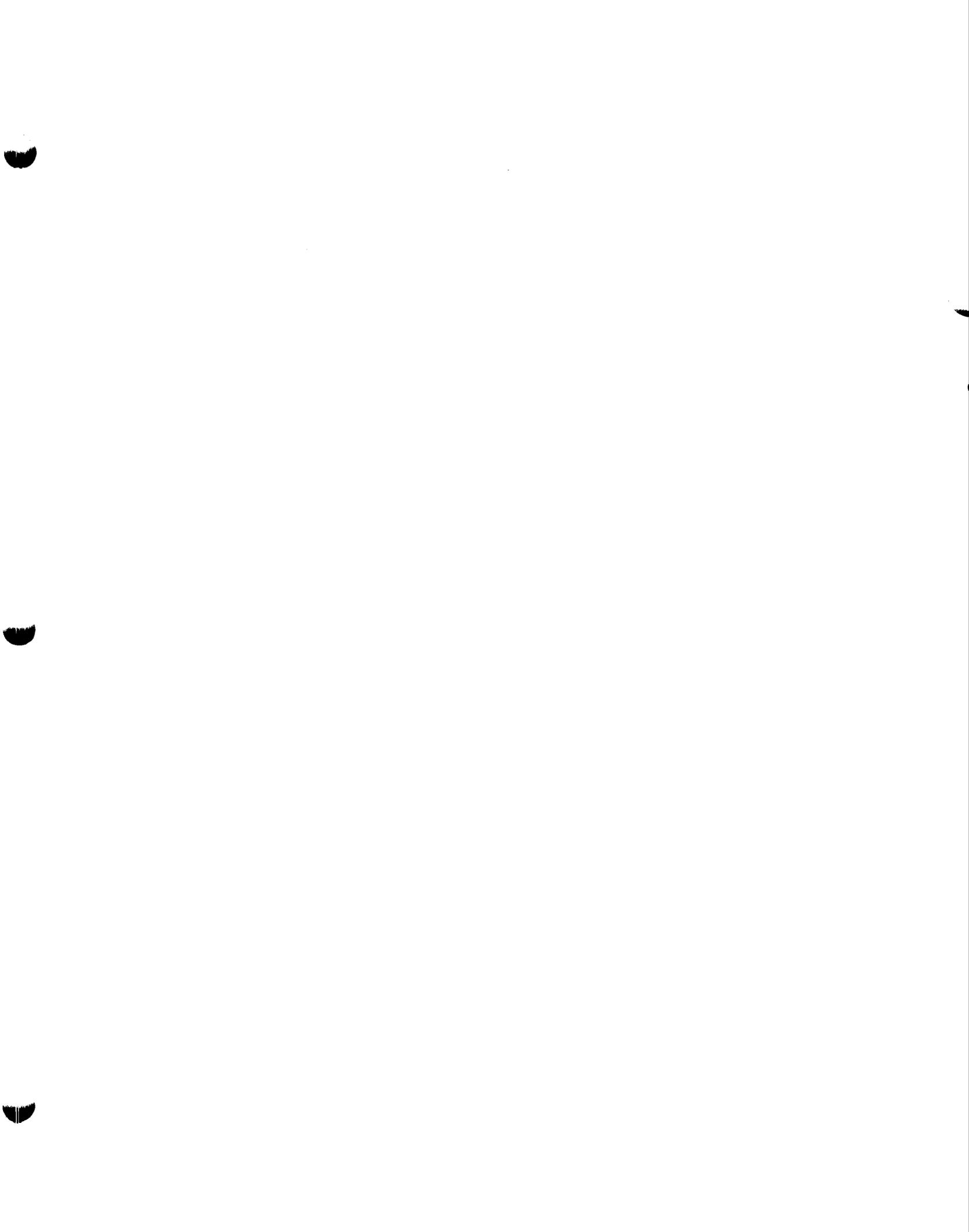
- o Introduction by Chair**

- o Reports by Military Departments**
 - oo Status of analyses**
 - oo Joint activities: Status & timing**

- o Reports by Joint Groups**
 - oo Constrained alternatives: Process & status**
 - oo Follow-on discussions with Military Departments: Status**

- o Report on ITRO Proposals**

- o Other Business**
 - oo Pre and post March 1st activities**



██████████ *Schedule*

- **JCSG-DM has completed initial constrained runs and developed alternatives**
- **Results provided to the Military Departments**
- **Schedule**
 - **Quick look analysis for operational feasibility by Dec. 1, 1994**
 - **Military Departments to perform analysis, to include COBRA, with results provided to JCSG-DM by Dec. 9, 1994**
 - **Modification to alternatives, if required by Military Department analysis and COBRA runs, completed by Dec. 14, 1994**
- **Concurrently, through continuous interaction with the Military Departments, the JCSG-DM is determining specific alternatives geared toward removing choke points and fine tuning workload realignments during Dec. 94 through Jan. 1995**

BRAC 95 Process Timelines

